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AT THE
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of the requirements for the degree of

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in

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ABSTRACT

This study pertains to members' perceptions of service quality at the Nellis Air Force base Officers' Open Mess. The Officers' club members were surveyed using the parsimonious 22-item SERVQUAL instrument. Perceptions were compared to expectations to achieve a SERVQUAL score for the five dimensions of service quality. These scores were then averaged to obtain an Overall Unweighted and Weighted SERVQUAL score for the Officers' Club. The results indicated that the Officers' Club was providing less than average service quality as perceived by the club members. The Active Duty members perceived the difference to be greater than that of the Other club members. Both groups of club members rated the tangible dimension as exceeding their expectations, while the reliability dimension had the greatest difference between expectations and perceptions of service quality.

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CHAPTER I

INTRODUCTION

Introduction

Background and History

The military club can trace its beginning to the Army in the early 19th century. "Military clubs had their origins in the 1820's when an Army regulation authorized officers to form a group or "club" to share commonalities and to establish cohesion and camaraderie" (Rossetti Jr 1986). The other soldiers in the Army were serviced by a succession of civilian concessionaires (suitors, post traders, and canteens) which were sanctioned by Congress (Trefry 1986).

The military club as we know it today was officially established in 1895, in General Order No.46 by the Secretary of War. The regulation stated that, "The post exchange will combine the features of reading and recreation rooms, a cooperative store and a restaurant. Its primary purpose is to supply the troops at reasonable prices with the articles of ordinary use, wear and consumption not supplied by the Government, and to afford them the means of rational recreation and amusement" (Trefry 1986). Out of this evolved the military club system.

Trefry's (1986) assessment of the Army club system concluded that from the Army's perspective, the Army club was a requirement for reasons of socialization, professionalism, readiness, mobilization, and discipline. These requirements are still true and are the foundation upon which the military club exits today.

The military club falls within the general definition of a club: a selected group of persons, gathered in a specific place, whose social and recreational needs are provided through professional management (White and Gerstner 1991). There are a variety of clubs which are organized along this general definition: city clubs, country clubs, fraternal clubs (Elks, Lions, Rotary, etc.), and yacht clubs. The majority of these clubs fall under the guidance set forth by the Club Managers Association of America. This professional association for managers of private clubs, states that in 1989, there were over "2,800 country, athletic, corporate, and military clubs who have over 253,000 employees, whose gross revenues equalled $5.3 billion with an average club income of $2 million (CMAA 1990). The club system is big business and a major contributor within the foodservice industry.

Military Club System

Organization: The military club organization is set up similar to those in the private club business. The miliary club has an advisory committee, much like a board of directors, whose members are representative of its membership.

Their responsibility is to make recommendations to the club manager regarding policy issues and operating procedures. They must also abide by the rules and procedures set forth by Congressional mandates and also receive congressional oversight through various congressional subcommittees.

Membership: The military club has a restrictive membership policy for the different clubs outlined in their respective regulation. Air Force Regulation 215-11, Morale, Welfare, and Recreation: Air Force Open Mess Program, outlines three separate membership categories: regular, associate, and honorary. The active membership is available to all active duty and reserve personnel assigned to the base. This is the only group which has the right to vote on general membership matters and hold office on the advisory committee.

The associate membership is comprised of eligible civilians and retirees. It is also for active members of foreign nations when they are authorized exchange privileges in the continental United States or overseas.

The third type of membership is an Honorary membership. These members receive the same privileges as associate members but do not have to pay monthly dues. Personnel in this category are individuals who have distinguished themselves in direct association with the DoD components, recipients of the Medal of Honor and awaiting spouses of prisoners of war (POW) or missing in action (MIA) military personnel (AFR 215-11 1985).

Current Operations

A previous study (Telfry 1986) and congressional hearings regarding the financial controls and management of the military club system revealed disturbing results (100th Congress, 96th Congress, and Testimony 1989). These results and subsequent personnel and funding cuts within DoD forced Congress to eliminate the appropriated fund (APF) support for military club operations on October 1, 1990. In other words, the military club must operate as though it were in private business to earn a profit. This change provided a greater challenge and placed added responsibility on the individual club manager to effectively manage and operate their club. Dr. Lionel Simmons (1989), Chief, United States Air Force Open Messes and Food Operations Branch, Randolph Air Force Base, Texas, emphasized this point in a presentation to Air Force Club Managers at their 1989 Specialty Workshop:

> "This will be the most severe test of our expertise to date. It goes unsaid that we must join together in recalling, applying, and sharing every aspect of our creative management ability to offset the impact of the loss of APF support. As we do so, it must be remembered that for any upward price, fee, or dues adjustment there must be a concomitant in the quality of the services we offer. The ultimate measure of a system's success will be based on the sustained diligent and effective management efforts. **YOU REMAIN THE KEY TO OUR SUCCESS!**"

Today's foodservice industry has been acknowledged as being in the mature growth state. The competitive environment for foodservice companies and individual operators is becoming more and more hostile as they compete for market share and increased sales. The military club must implement an aggressive strategy to obtain new members as well as keep current members satisfied.

The reality of competing with the commercial restaurants must be incorporated into every action taken by the military club. The traditional images of clubs as giant drinking halls with dancing girls are no longer practical. Mr Paul E. Reese, executive director, International Military Community Executives Association, Alexandria, Virginia, states:

> "Traditionally, the military gave its personnel what it wanted to give them. Now its finding it has to give them what they want to survive."

The military clubs are now being forced to operate like a business. How can they accomplish this? What change(s) must they make to meet the needs of their members?

The military club must adopt a strategy that will differentiate itself from the competition and provide a sustained competitive advantage over the long-term. Porter (1980) concluded that although a firm can have a myriad of strengths and weaknesses in comparison to its competition, there are only two basic types of competitive advantage a firm can possess: low cost and differentiation. Fulmer and Goodwin (1988) state that it is not only possible but essential for a firm to be both low cost and differentiated. Since, only one firm can be the true low cost leader in a given industry, all other firms, if they are successful, are differentiated in some way. The military club can differentiate from the competition by adopting a service quality organizational structure and culture centered around not only satisfying but exceeding the needs and expectations of its members.

Problem Statement

Traditionally, the military club system did not have to worry about its members because most of the military installations were located on the outskirts of town and was the only "game in town" for the majority of the military personnel who resided in base quarters. The members were normally single males who did not have a means of transportation. They relied solely on the club for all recreational and entertainment activities. The club management staff had a "captive" membership whom they could rely on every week to provide a steady source of income. This created an environment of complacency that left the clubs vulnerable and unprepared to survive in today's competitive environment.

Over time, the composition of the military has changed and so has its surrounding community. Today the military is represented by an all volunteer force who is a sub-set of the total population. They have carried with them the characteristics, values, and expectations of their civilian counterparts and instilled them into the military culture.

The community on the other hand has expanded to and sometimes around the military installations. Today, there are commercial establishments located right outside and inside the gates competing for the military member's business.

Today's military member is better educated than in the past and extremely mobile. A significant number live off base, are married, and have a family. They have become part of the community and rely less on the military installation to provide them with the primary recreational and entertainment activities. (This may not be true for military installations located overseas where they are the primary outlets for the service member and/or their dependent(s)).

This research project is a study of the Nellis Air Force Base Officers' Open Mess to assess service quality. An assessment of service quality begins with the club member to determine what their needs and expectations are regarding the products and/or services provided by the club.

Hypotheses

Examination of the service quality literature showed that management personnel may not always understand the critical factors their customers expect to be provided in advance, the level of service, quality, and the performance required to deliver high quality service (Parasuraman, Zeithaml, and Berry 1985). Further research on this subject by the above researchers, concluded that service quality perceptions result from a comparison of consumer expectations with actual performance. They also conclude that consumer expectations can be categorized into five dimensions: tangibles, reliability, responsiveness, assurance, and empathy (Parasuraman et al., 1988). From this, they designed the 22-item SERVQUAL instrument to be used as a starting point to determine a firm's service quality strengths and weaknesses. Inherent in SERVQUAL's design was its applicability across a wide spectrum of services with minor adjustments to the wording of the questions if necessary. From the literature, the following hypotheses were will examined:

H1: The overall service quality rating for the five dimensions (reliability, responsibility, empathy, assurance, and tangibles) at the Nellis Air Force Base Officers' Open Mess, will be rated average or above.

H2: There will be significant differences between active duty members' and other members' overall service quality ratings for the five dimensions.

H3: There will be significant differences between the two sub-groups of active duty club members: Company Grade Officers' and Field Grade Officers', overall service quality ratings for the five dimensions.

H4: There will be significant differences between the two sub-groups of other club members: retirees and civilians/honorary members' overall service quality ratings for the five dimensions.

H5: The reliability dimension will be the most important of the five dimensions for the total sample, the two main groups of club members, and within the two sub-groupings of club members.

Delimitation

This study will be limited to the membership of the Officers' Open Mess located on Nellis Air Force Base, Las Vegas, Nevada. It will focus primarily on the service quality being provided to the membership of this facility.

Assumptions

S1: There is a need for the military service to have a club system for its members whose primary purpose to provide cohesion and camaraderie for the military member;

S2: The membership for the military club has the same characteristics as their civilian counterparts in regards to consumer behavior, needs, and expectations;

S3: The miliary club must operate like a private business and be a profitable operation.

Definitions

Active duty. An individual who has voluntarily committed themselves to serve in a miliary service and currently serving in this capacity and being paid for their service. They can be identified by the DD Form 2AF, US Armed Forces Identification Card.

Club. A selected group of persons, gathered in a specific place, whose social and recreational needs are provided through professional management.

Club member. An individual who is in good standing and possess one of the following types of membership: active, associate, and honorary.

Installation. An area designated by the United States government for the sole purpose of training military personnel. This is commonly referred to as a post in the Army, base in the Air Force, and station in a Navy and Marines.

Officer. A military member who has received a commission and currently holds the rank of second lieutenant through general (O1-O10).

Other Club Member: This the group of club members consists of the following: retirees, civilians, and honorary members.

Retiree. A military member who has served honorably in the military service and is receiving pay commensurate for the time they served on active duty, reserves, or national guard.

Justification For The Study

The military club system is big business. In fiscal year (FY) 1990, it generated $715.3 million in total sales, down 4.8 percent from FY 1989, through 982 separate club facilities. The Air Force's club system accounted for $264.5 million in total sales, of which $77.8 million came from Officers' Open Messes (Almanac 1991). Forecasts for FY 1991 showed a continued decrease in nominal sales of 3.9 percent. This was attributed to the decrease in the number of military clubs due to base closures, consolidations, and reductions in personnel throughout the Department of Defense.

As the Department of Defense comes to grips with a shrinking budget, draw-down in personnel, and changing mission, the military club will be faced with escalating economical pressures to earn a profit. With a smaller membership base, getting close to its members will be imperative and vitally important to the military club. Air Combat Command (ACC), which Nellis AFB is a member, experienced a four year decline in membership of active duty personnel throughout all clubs; Noncommissioned Officers' (NCO), Airmen, and Officers' Open Mess (OOM) (Figure 1).

To offset AAC's declining active duty membership, they began aggressive local membership drives for active duty, eligible base Appropriated Fund (APF) and Nonappropriated Fund (NAF) civilians, military retirees, and all federal employees who reside within a fifty mile radius of the base. They also

Table 1: Membership Percentages from May 88 through May 91

	MAY 88	MAY 89	MAY 90	MAY 91
OFFICERS'	95.6%	93.6%	93.4%	90.3%
E7-E9	80.1%	74.4%	75.0%	74.5%
E4-E6	60.1%	49.7%	48.4%	50.2%

implemented command wide membership marketing programs. These actions are common in most businesses where the majority of their actions and valuable resources are allocated for programs designed towards obtaining new customers rather than keeping existing ones.

The Nellis AFB Officers' Open Mess would benefit from this study because the results will evaluate the current level of service quality being provided and indicate where improvements are needed. This study is the beginning of a process to move the club towards being more member driven. It will not answer all the questions which need to be addressed, but be a starting point for them in becoming a better operation in the eyes of its members. By providing service through a evaluation of its members' expectations, the

Officers' Open Mess can become a more competitive and profitable operation.

CHAPTER II

LITERATURE REVIEW

Introduction

The quest to be known as a service and customer oriented organization has brought the elusive service quality construct to the forefront in today's intensely competitive business environment. Excellence in service quality is a hallmark of success in service industries with more and more organizations becoming convinced that the only road to success is through providing consistently high service. However, this is easier said then done.

To achieve excellence in the delivery of service quality, the firm must initially understand the basics of customer service, which is doing what they are paid for. And the way to accomplish this is by knowing who the customer is and their particular needs and expectations. Only through this approach can the organization begin the never-ending journey to achieve excellence in the delivery of service quality.

The journey to achieve excellence in service quality has many obstacles in its path. The customer, whose needs, wants, desires, expectations, and behavior are continuously changing, is forcing today's organization to provide the products and services required. This requires a commitment from the entire firm for continuous improvement. Because today's advantage may become the standard or obsolete in tomorrow.

The Yankelovich MONITOR (Haywood 1990) tracks consumer behavior and has discovered changes in the way consumers view marketers during the 1970s, 1980s, and today. The relationship between the consumer and marketers was viewed as adversarial - at least from the consumers point of view. This attitude changed some what in the 1980s when the consumer took charge of their lives through the use of information. A truce was declared between the consumer and big business.

The current trend in consumer behavior evolves around a feeling of skepticism. Today's consumer do not believe many firms have their best interests at heart. Consumers are expressing this feeling by taking their business elsewhere. Consumers expectations have risen from the past and they are demanding more and better treatment. Faith Popcorn, in her book The Popcorn Report (1991), has labeled this as the "vigilante consumer", one of the ten changes in consumer behavior which is affecting the current and future success of today's business (Figure 1).

The ability to stay abreast of consumer changes in demand and behavior will require the firm to stay close to their customer and integrate them into their strategy, culture, and day-to-day operations. This may require the firm to operate in non-traditional ways of conducting business. Those firms who have broken away from the old additive, "that's the way we

---

Figure 1: Faith Popcorn's Ten Changes in Consumer Behavior

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1. **Ergonomics:** the desire for customization of products and services by consumers;

2. **Cocooning:** the need for consumers to protect themselves from the harsh, unpredictable realities of the outside world;

3. **Ninety-Nine Lives:** the adoption of multiple roles by customers;

4. **Fantasy Adventure:** the desire of consumers to participate in non-traditional activities;

5. **Staying Alive:** an increasing awareness among consumers that good health extends longevity;

6. **Small Indulgences:** stressed-out consumers indulging themselves in affordable luxuries and seeking ways to reward themselves;

7. **Cashing Out:** working men and women, questioning personal/career satisfaction and goals, opting for simpler living;

8. **Down Aging:** baby boomers, nostalgic for their carefree childhood, are seeking comfort in familiar pursuits and products of their youth;

9. **The Vigilante Consumer:** increasing manipulation of marketers and consumers through pressure, protest and politics; and,

10. **Save our Society:** the rediscovery among American consumers of a social conscience of ethics, passion, and compassion.

---

always do it here," (Marriott, Federal Express, McDonalds) have changed the rules of the game so as to continuously meet or exceed customer needs and expectations (Heskett, Sasser, and Hart 1990). These firms have "shattered" the bureaucratic umbrella engulfing many firms and found that the only way to truly distinguish themselves from the competition was not through duplicable features but a true commitment to their customer and a strategic vision of service quality.

Breakthrough service firms share a common theme of a strong leader who will accept nothing less then a truly satisfied customer 100 percent of the time. They will go to the end of the earth to please the customer. The vision expressed by a leader must be integrated across all functions and down through all levels of management to that most important front-line employee. Each employee is given the training, knowledge, and the ability to handle all customer inquiries on the spot. This has translated into a highly motivated work force that has made this type of firm the "employer of choice."

So questions then arise; why can't all firms provide breakthrough services to their customers? Is it hard to break old habits and get to know customers' needs and expectations? Maybe this is why service is so bad (Keopp 1987) and quality is just now getting the recognition it so rightfully deserves in many corporate offices. It is time firms take a closer look at their operations through the eyes of their customer to determine where improvements are needed. And also take a look at the policies and procedures they have instituted which have stifled the creativity and decision making authority of the front-line employee who has the audacious responsibility of carrying them out.

Service

Service is an ongoing, continuously changing construct whose definition varies from customer to customer and situation to situation. Service has become the buzzword for the 1990s and is the single most important attribute in the overall success of a business today. "Service, Service, Service" was the underlining theme of futurist Marvin Cetron's address to the 1991 Multi-Unit Foodservice Operations convention (Walkup 1991). If service is so important, then what exactly is it?

The definition of service has evolved through a multitude of changes (Figure 2) which still continues. Today, service is defined as: an attitude (Berry, Parasuraman, and Zeithaml 1988), a social process between the service provider and customer (Davidow and Uttal 1989), a commodity (Hale 1990), a product (Albrecht and Zemke 1985), or a deed, a performance, or an effort (Berry 1988), work being done by one person for the benefit of another (Albrecht 1988), and finally those things that increase value or utility to the customer (Davidow 1988). In the final analysis, service is what the customer thinks it is (Tschohl and Franzmeier 1991).

Figure 2: Three Decades of the definition of "SERVICE"

---

1. "Service represents either tangibles yielding satisfactions directly (transportation, housing), or intangibles yielding satisfactions jointly when purchased either with commodities or other services (credit, delivery)" (Regan, 1963).
2. "Marketed Services- A market transaction by an enterprise or entrepreneur where the object of the market transaction is other than the transfer of ownership (or title, if any) of a tangible commodity" (Judd, 1964).
3. "For the consumer, services are any activity offered for sale that provide valuable benefits or satisfactions; activities that he cannot perform for himself or that he chooses not to perform for himself" (Bessom, 1973).
4. "A service is an activity offered for sale which yields benefits and satisfactions without leading to a physical change in the form of the good" (Blois, 1974).
5. "Services (are) separately identifiable, intangible activities which provide want satisfaction when marketed to consumers and/or industrial users and which are not necessarily tied to the sale of a product or another service" (Stanton, 1974).
6. "A service is an activity or a series of activities which take place in interactions with a contact person or a physical

machine and which provides customer satisfaction" (Lehtinen, 1983).

7. "Services are any intangible benefit, which is paid for directly or indirectly, and which often includes a larger or small physical or technical component" (Andresen et al., 1983).

8. "A **service** is any activity or benefit that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product" (Kotler & Bloom, 1984, and Kotler, 1988).

9. "The meeting of consumer expectations in the course of selling and post-sales activity through providing a series of functions which match or better the competition in a way which provides an incremental profit for the supplier (Free, 1987).

10. "Services is something which can be bought and sold but which you cannot drop on your foot" (Gummesson, 1987).

By defining service by the customer the firm may have to incur some additional costs. But in relation to its long term effects, the benefits in providing this type of service will exceed the costs to implement it. Lele and Sheth (1987) argue that firms should take a "holistic approach that balances cost and service at a profit." Service should be viewed as an investment in future sales. Tschohl (1991) contends that service is not an expense but a high-yield investment.

Providing exceptional service, as it is defined by the customer, can be the attribute that distinguishes an operation from its competitors. However, today's exceptional service will become tomorrow's standard which compels the need for continuous improvement in how a firm provides service to the consumer.

Service defined relative to the consumers' needs must begin at the top of the organization and permeate both horizontally across functional boundaries and vertically through management layers and be recognized as the fundamental road to success by all employees. Pollen (1991) states, "the customer must be woven as a common thread through out the organization." This is an ongoing process of integrating the customer into the organization where all its actions are oriented towards creating value and meeting the unfulfilled needs of the consumer. Providing good service keeps customers coming back and anything that is less than satisfactory service loses customers, even previously loyal ones.

Quality

The quality movement initially was focused primarily on the manufacturing industry. But today, every business, including those in the service industry, must face the quality issue straight on. Many firms have jumped on the quality bandwagon which has created a golden opportunity for consulting firms. In 1991 alone, firms paid out $750 million to 1,500 consulting groups for advise and materials on quality (Byrne 1991). A national business periodical, Business Week, recognized the importance of quality and developed a bonus issue devoted exclusively to quality. Its editor claimed this issue was, "the most ambitious single project in our 62-year history" (Shepard 1991).

Quality has finally received the visibility and attention in the service literature. Most of the quality issues have resulted from the readings and teaching of the quality gurus: Deming, Crosby, and Juran. (See Appendix A for a listing of their key points/ideas about quality). The ideas presented by these individuals are oriented towards the manufacturing sector where quality is measured as 100 percent adherence to specifications throughout the production process. The quality issue in the service industry requires a different view. This view is centered squarely on the actual service performance administered by employees. The same quality techniques used in manufacturing will not satisfy the quality requirements in the service arena (Zemke 1992).

Research from the Deming, Crosby and Juran and other quality researchers led to the establishment of awards to recognize firms who have excelled through the implementation of quality oriented programs. The major quality awards are: the Deming Award in Japan, the Malcolm Baldrige National Quality Award in the United States, and the European Quality Award (Bruno 1992). In fact, the Ritz-Carlton Co. has done what no one ever thought a hotel firm could ever accomplish. In 1992, they were awarded the Malcolm Baldrige National Quality Award, the ultimate prize among firms who pride themselves on the superior quality of their products and services (Watkins 1992). Quality has become the battlefield for the 1990s which is being driven by the voice of the customer whose votes are cast every day.

Quality is a function of expectations as perceived by the customer (Gronroos 1990). Perceived quality, also known as performance quality (Lunde 1993), then is the consumer's judgement about an entity's overall excellence or superiority (Zeithaml 1987). It is different from objective quality because perceived quality is a form of an attitude produced from a comparison of expectations with perceptions of performance (Parasuraman et al., 1988).

Quality means different things to different people and has been defined as the "conformance to requirements" (Crosby 1979). Nightengale hypothesized "quality standards are those where both those responsible for policy making and implementing of such services perceive as the key dimensions used by the customers in their evaluations of services" (Lewis and Booms 1983). Deming defines the true measure of quality as a "products ability to meet the customers needs" (King 1984). The underlying theme surrounding the quality construct is that it is defined by the customer. Wycoff (1984) summarizes the implications of quality as the following:

> (a) Quality exits only to the extent that a product or service meets the customer's requirements.
> (b) A product or service of high quality is a result of a total system of quality throughout every aspect of the firm.
> (c) The costs of poor-quality products and services outweigh the costs of good-quality products.
> (d) Management must go beyond thinking of inspection merely as sorting out the good products and services from the bad or as preventing bad products from reaching customers.

The importance of quality and its impact on profits has received much attention. The Strategic Planning Institute developed the Profit Impact of Marketing Strategies (PIMS) in 1972 to determine how key dimensions of strategy affect profitability and growth. Their analysis has covered 450 companies and some 3,000 strategic business units. They have concluded that, "in the long run, the single most important factor affecting a business unit's performance is the quality of its products and services relative to its competition" (Buzzell and Gale 1987).

PIMS has also determined that relative perceived quality and profitability are strongly related. On the basis of their analysis, return on investment more than doubles when the quality of the production and service provided are high.

Further PIMS research identified key benefits which accrue to businesses that offer superior perceived service. These benefits are: stronger customer loyalty, more repeat purchases, less vulnerability to price wars, ability to command higher relative price without affecting share, lower marketing costs, and market share improvements (Buzzell and Gale 1987).

To achieve the benefits of perceived quality, a firm will need to balance the costs of providing the expected level of service. Most firms believe that quality can be improved by cutting cuts. Albrecht (1992) argues that just the opposite is true. "Seldom can a firm improve quality by cutting costs, but you can often cut costs by improving quality." Gummesson has found that as much as 35 percent of a service firm's operating cost may be caused by a lack of quality compared to only 20 percent in manufacturing (Gronroos 1990). Quality may not be free but it is less expensive than the alternative (Guaspaori 1985).

Another interesting characteristic of quality is its relationship to an organization's culture. Berry, Bennett, and Brown (1989) argue that quality is a function of culture. Like service, quality must be integrated into the entire organization and be designed into the service delivery system. For quality to be effective in today's competitive environment, Berry and Parasuraman (1991) foresee a shift in management's attitude regarding quality:

> "The voice of the consumer must drive the quality of service effort or else it will fail."

To promote its quality culture, a firm must initially communicate to the employees and customer a clearly defined set of quality standards. In most cases, employees, management, and customers have their own set of quality standards (expectations), which unfortunately rarely match (Executive Insights 1991). Research by Becker and Wellins (1990) and Headley and Choi (1992) conclude that the same is also true regarding the perceptions of service between employees and the customer.

For a quality strategy or process to make improvements, internal standards must be developed, communicated, and measured. The quality strategies being used today are the following: customer satisfaction, employee involvement, total quality management, competitive benchmarking, supplier partnerships, time-based competition, and self-managed work teams (Hammonds and DeGeorge 1991). Of these quality strategies, Schmidt (1992) argues that most major U.S companies will have some type of competitive benchmarking program in the future.

Competitive benchmarking is a process of establishing operational goals based on valued measures of performance from the best industry practices, whose purpose is to increase the probability of success through a sustainable competitive advantage (Schmidt 1992), (Camp 1992). There are three basic forms of benchmarking:

> (a) Strategic - success is based on creating long-term value for shareholders through performance,
> (b) Cost - companies maximize efficiency and effectiveness by measuring the total cost of doing business, and
> (c) Customer - companies measure customer satisfaction by the differences between performance and customer expectations (Schmidt 1992).

To implement a benchmarking program a set of core criteria must be developed. Jennings and Westfall (1992) contend that the Malcolm Baldridge National Quality Award has emerged as the best available benchmark standard. A 1991 U.S. General Accounting Office study (document # NSIAD-91-190) benchmarked 20 companies against the Baldridge criteria. The report concluded that firms who scored high on the Baldridge criteria directly lead to high organizational performance in productivity, customer satisfaction, or profitability (Jennings and Westfall 1992), (Raynor 1992).

Service Quality

A review of the services marketing literature has found a consensus that there exists a difference between goods and services. The fundamental differences between goods and services consistently cited in the literature are intangibility, inseparability of production and consumption, heterogeneity, and perishability (Zeithaml, Berry, and Parasuraman 1985). These distinctive characteristics of services make them more difficult to evaluate than goods regarding the consumers' evaluation process (Zeithaml 1981).

Nelson (1974) has categorized the evaluation process for consumer goods into two distinct properties, search qualities and experience qualities. Search qualities are those tangible attributes (size, weight, color, smell) which can be determined prior to purchasing a product. Experience qualities (courtesy, attitude, reliability) are those attributes which can be determined only after the purchase has been finalized

Darby and Karni (1973) add to Nelson's list a third property called credence qualities. These are the features that are virtually impossible to evaluate even after the purchase. Examples of this are health care and automotive repair. Few customers have the skill or knowledge to evaluate whether the service was performed as required due to its technical nature.

Studies and articles in the service marketing literature, e.g. Sasser, Olsen, and Wycoff (1978), Gronroos (1990), Lehtinen and Lehtinen (1991), Lewis and Booms (1983), and Parasuraman et al. (1985) support the theoretical underpinnings that service quality as perceived by consumers, and is derived from a comparison of what consumers feel service firms should offer (from expectations) with their perceptions of the interaction/performance of the firms providing the products or services (Parasuraman et al., 1988). Service quality also means, "conforming to those consumer expectations on a consistent basis over a period of time"

(Lewis and Booms 1983). Hence, service quality can be defined as the difference between consumers' expectations or desires and their perceptions (Parasuraman et al., 1988). Service quality is different from consumer satisfaction because service quality is viewed from the perspective of what it **should** be rather than **would** be offered.

The consumers' evaluation process for service quality has evolved around the particular dimensions by which the evaluation process is based on. Sasser, Olsen, and Wycoff (1978) propose that service quality is based on three separate but interrelated dimensions of service performance: levels of materials, facilities, and personnel (Parasuraman et al., 1985).

Gronroos (1990) has written numerous articles on service quality and proposes that corporate image is an important determinant of service quality based on two distinct quality dimensions: technical quality and functional quality. Technical quality is "**what**" customers receive. It is an objective evaluation of what the consumer is left with after the customer-service provider interaction is complete.

Functional quality answers "**how**" the customer receives the service. It is a subjective evaluation influenced by the way in which the technical quality was delivered to the customer. This is where the seed for customer loyalty and long-term relationships are born. Gronroos further states that function quality is the most important of the two dimensions and is the key to success in the service delivery process.

Lehtinen and Lehtinen (1991) submit a three dimensional approach, which deals specifically with the production process, and a two dimensional approach , which relies solely on time and is action oriented, regarding service quality. The basic assumptions surrounding these two approaches is that service quality is assumed to be produced in "interactions mainly between a customer and elements of a service organization, mainly a contact person(s)".

The three dimensional approach is based on the premise of three distinct dimensions of service quality. These are physical quality, interactive quality, and corporate quality. The physical quality dimension is similar to Sasser, Olsen and Wycoff's (1974) dimensions of materials and facilities. It deals primarily with the physical aspects of the service (building, equipment, furnishings).

The second dimension, interactive quality, is concerned primarily with the service encounter (service employee-customer). The final dimension, corporate quality, involves the firm's image or profile as seen by the consumer. This dimension is more stable over time when compared to the physical and interactive quality dimensions.

Lehtinen and Lehtinen's (1991) two dimensional approach is very similar to Gronroos technical and functional qualities discussed above. The two dimensional approach is based on the service quality dimensions of process quality and outcome quality. Process quality is subjective in nature and is the customers' "qualitative evaluation of their participation in the service production process." This process is centered around the role the customer plays in the service production process.

Output quality is the "consumers' evaluation concerning the result of a service production process." This dimension is hard to measure because sometimes it is evaluated not only by the consumer in question but others as well.

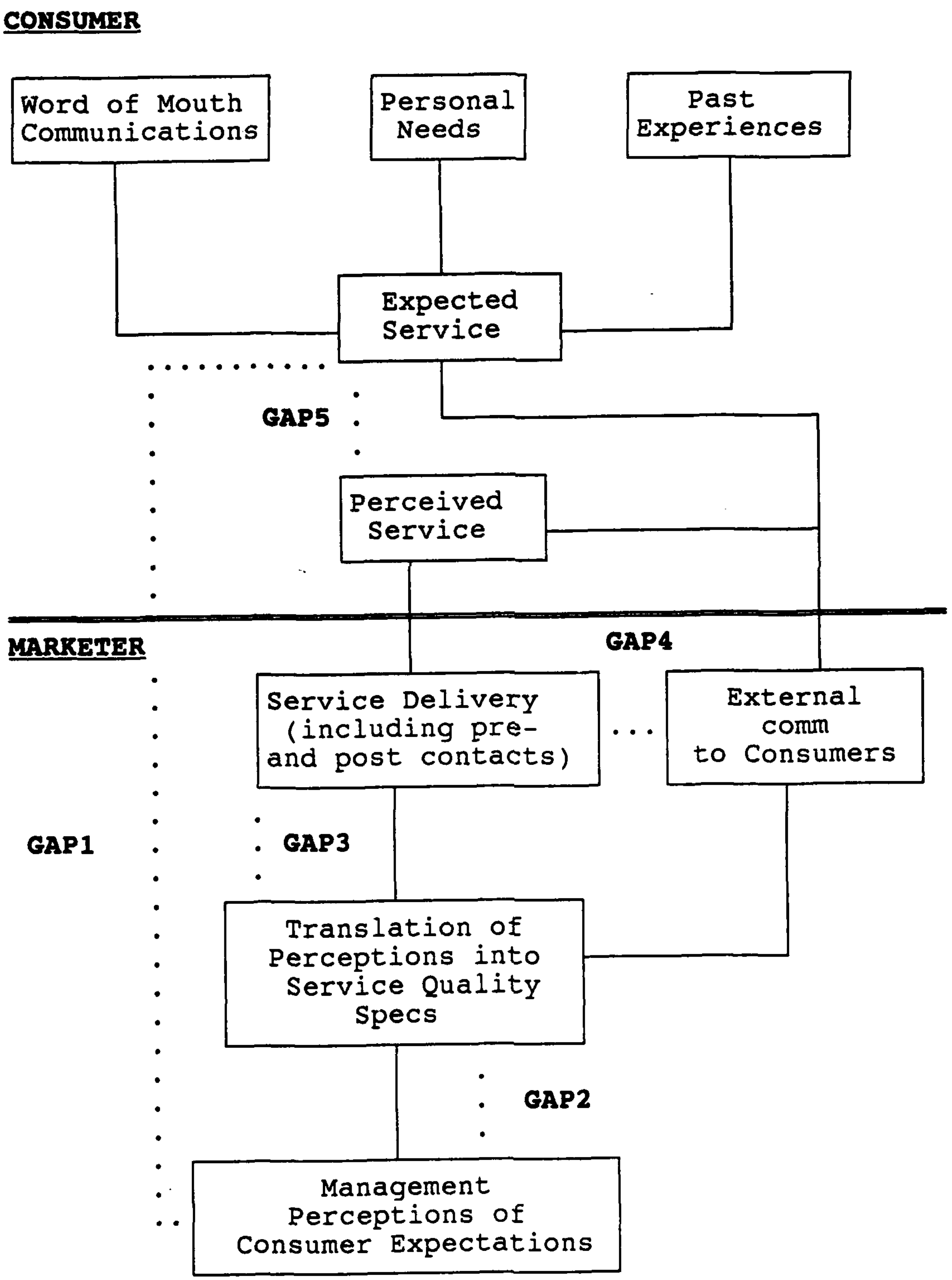
Summarizing the research on the elusive construct of service quality by these researchers and many others suggest three underlying themes:

> 1) Service quality is more difficult for the consumer to evaluate than goods quality.
> 2) Service quality perceptions result from a comparison of consumer expectations with actual service performance.
> 3) Quality evaluations are not made solely on the outcome of a service; they also involve evaluations of the **process** of service delivery (Parasuraman et al., 1985).

Parasuraman, Berry, and Zeithaml began their initial research on service quality in 1983, using the ideas and concepts identified above. Through exploratory research (focus groups and in-depth interviews with executives), Parasuraman et al. (1985) conceptualized a Service Quality Model outlined in Figure 3. The differences between consumer expectations or desires and their perceptions is what Parasuraman et al. refer to as gaps.

The gaps identified in Figure 3 stem from the differences

Figure 3: Conceptual Model of Service Quality


CONSUMER
Word of Mouth Communications
Personal Needs
Past Experiences
Expected Service
GAP5
Perceived Service
MARKETER
GAP4
Service Delivery (including pre- and post contacts)
External comm to Consumers
GAP1
GAP3
Translation of Perceptions into Service Quality Specs
GAP2
Management Perceptions of Consumer Expectations

between consumers and/or employees expectations or desires and their perceptions. Research by Parasuraman et al. (1991), has shown that Gap 5, the customer based measure, is a function of the organizational gaps (Gaps 1-4). A brief description of the gaps are provided below:

> **Gap 1:** Differences between customer expectations and managements perceptions.
> **Gap 2:** Differences between management's perceptions and service quality specifications.
> **Gap 3:** Differences between service quality specifications and service delivery.
> **Gap 4:** Differences between service delivery and external communication
> **Gap 5:** Differences between the customer's expectations and perceptions of service.

From this research, Parasuraman et al. (1985) proposed there were ten dimensions that consumers use to evaluate the quality of service. These dimensions are:

1. **Reliability** - Involves consistency of performance and dependability. It means that the firm performs the service right the first time. It also means that the firm honors its promises.
2. **Responsiveness** - Concerns the willingness or readiness of employees to provide service. It involves timeliness of service.
3. **Competence** - Means possession of the required skills and knowledge to perform the service.
4. **Access** - Involves approachability and ease of contact.
5. **Courtesy** - Involves politeness, consideration, respect, and friendliness of contact personnel.
6. **Communication** - Means keeping customers informed in language they can understand. It also means listening to customers.
7. **Credibility** - Involves trustworthiness, believability, honesty. It involves having the customer's best interests at heart.
8. **Security** - The freedom from danger, risk, or doubt.
9. **Knowing/Understanding the customer** - Understand the customer's needs.
10. **Tangibles** - Includes the physical evidence of the service.

These ten dimensions can be categorized according to Nelson's (1974) search quality and experience quality and Darby and Kari's (1973) credence quality. The experience qualities are identified by the following dimensions: understanding/knowing the customer, experience, reliability, courtesy, responsiveness, accessibility, and communication. The search qualities are found in the dimensions of credibility and tangibles. And finally, the credence qualities are the dimensions of competence and security (Parasuraman et al., 1985).

Further research and scale purification refined the original ten dimensions to five:

1. **Tangibles** - the physical facilities, equipment, and appearance of personnel.
2. **Reliability** - the ability to perform the desired service dependably, accurately, and consistently.
3. **Responsiveness** - the willingness to provide prompt service and help customers.
4. **Assurance** - employee's knowledge, courtesy, and ability to convey trust and confidence.
5. **Empathy** - the provision of caring, individualized attention to customers.

The last two, assurance and empathy, are a combination of the remaining seven original dimensions.

Service quality is a continuous journey involving human interaction in improving service. Three of the five dimensions listed above (responsiveness, assurance, and empathy) result directly from human performance and a forth (reliability) often depends on human performance (Berry et al., 1989).

Research by Parasuraman et al. has indicated that of the five dimensions, reliability is the most important feature in evaluating service quality (Berry, Zeithaml, and Parasuraman 1990). Summing the five dimensions, they send a clear message from the consumer to service providers:

> "Appear neat and organized, be responsive, be reassuring, be empathetic, and most of all be reliable - do what you say you are going to do (Berry et al., 1988)."

Expectations

Expectations are those pre-conceived notions of a product or service a consumer brings with them which Albrecht (1988) refers to as the Consumer Report Card. This report card is significantly influenced by a marketer's communication and by a consumer's personal needs and past experiences (Parasuraman et al., 1988).

In a study of six service industries, Webster (1991) concluded that word-of-mouth communication had the strongest impact on forming consumer expectations followed by past-personal experience, advertising, and sales promotions. It is interesting to note that the two major influential factors on the consumers' expectation are indirectly controlled by service firm. To overcome this and control consumer expectations, Davidow and Uttal (1989) recommend the firm implement policies which "under promise and over deliver" on their service offerings.

The key to exceptional service begins with the understanding and replying to customer expectations. Research by Parasuraman et al., (1991) identified two different levels of expectations, adequate and desired. Between these two levels of expectations lies an area they refer to as the "zone of tolerance." This area expands and contracts depending upon the customer and the specific situation.

Consumer Behavior

When determining consumers' needs and expectations, Heskett et al. (1990) argue that firms must gather psychographic data (life styles, perceived risk) along with the *normal demographic* data (age, sex, education, wealth). There is an expanding need to find the reasons why consumers want different services and how these services are to be delivered. By analyzing psychographic data, a firm would be in a better position to understand the composition of the consumers' Report Card and implement actions to lower perceived risks regarding the product or service. By addressing the consumers' level of perceived risk (likelihood of failure), can begin to a process to make tangible its intangible features and/or offering of its products and service. This in turn, would lower the level of perceived risk.

Perceptions

Perception is really all there is! It is the end result that tells the firm whether it was successful in meeting/fulfilling the needs and expectations of the consumer. It is not a fact that a consumer is receiving good service quality until they actually **perceive** it to be so. Perception not only varies in the minds of the different consumers, but varies in a single consumer's mind (MacNeil 1991). Perception of what we receive in a service is based both on how the results were obtained and the manner in which the results occurred (Albrecht 1992).

Value

Perception must also include value. Value to the consumer is the "overall assessment of the utility of a product or service based on perceptions of what is received and what is given" (Heskett el al., 1990). The concept of value is quite different from customer to customer. Value can be convenience to one customer and reliability to another.

To combat the differences in value between customers, many firms try to excel at everything in order to capture the customer's interests. Treacy and Wiersema (1993) contend that the outstanding firms (Home Depot, Nike, Dell Computers) succeed not by being everything to everyone but by narrowing their business focus. These firms concentrate their efforts and resources on one of the three value disciplines:

operational excellence, customer intimacy, or product leadership, and align all business entities towards that discipline.

Operational excellence firms emphasize convenience during the service delivery process. The customer intimacy firms focus their attention on the homogeneous market segments and "customize" its products and services to meet specific needs. Customer service is more important than cost to these firms. The third value discipline, product leadership, are the firms who search for the next innovation. Creativity and flexibility are common characteristics of these types of firms. To determine which discipline to follow, the firm should select that discipline which best fits its existing capability and culture. Only then can the firm begin the process of creating loyal customers.

Relationship Marketing

The philosophy behind most marketing campaigns is to create new customers. These one time purchasers create a drain on already scarce resources. Berry (1983) argues that firms should begin practicing relationship marketing. This concept is primarily concerned about "having customers, not merely acquiring customers." To begin a relationship marketing process between the firm and the customer, a core-set of need-fulfilling consumer attributes must be identified. From this, the firm can begin to cement a long-term relationship which will enhance the customer's loyalty to the firm.

Customer Loyalty

Loyalty, in terms of an attitude, is defined by Czepiel and Gilmore (1987) as a "specific attitude to continue an exchange relationship based on past experiences and is differentiated from repeat purchase and preference based definitions."

The ability to attract and keep loyal customers is what Reichheld and Sasser (1990) have called defections management. Loyal customers present a convincing argument on the long-term benefits *of this program for a firm.* Repeat customers are traditionally loyal to the firm, cost less to serve, promote positive word-of-mouth advertising, and understand their role in the service delivery process.

Reichheld and Sasser (1990) contend that defections management can be used as an instrument for continuously improving the quality and value of the service offering by contacting defectors. These customers normally provide concrete data, indicate early warning signs, and assist in allocating resources. Defections management is a customer-based indicator of performance which expands upon the traditional organizational financial and operational performance measures.

Defections management is useful because it can cost up to five times as much to get a new customer than to keep an existing one. Existing/repeat customers generate revenue and more profit over the long-term than the margin on a one time sale.

This approach is being repeated industry by industry. The following two examples point this out. Carl Sewell (Sewell and Brown 1990), a Cadillac dealer in Dallas, Texas, estimates a lifetime customer will spend about $332,000 at one of his dealerships. Phil Bressler, co-owner of 5 Domino's Pizza stores in Montgomery County, Maryland, calculated that regular customers were worth more than $5,000 over the life of a ten-year franchise contract (Reichheld and Sasser 1990).

Not only does defections management provide profit but overwhelms low-cost strategies. For example, in the Credit Card business, a 10 percent reduction in unit cost is financially equivalent to a 2 percent reduction in the defection rate. This figure alone should get management's attention and force it to begin calculating their defection rate. To compete on loyalty, a firm must understand the relationships between customer retention and the other parts of the business - and be able to quantify the linkage between loyalty and profits (Reichheld 1993).

One way to improve a firm's defection rate is to offer a service guarantee (Hart 1988), (Maher 1992). A service guarantee reduces the perceived risk by the consumer and moves the organization to focus on the consumers' definition of good service.

A service guarantee also sets clear performance standards, generates reliable data, and produces a micro examination of the service delivery process. Shostack (1984) recommends the use of a service blueprint when examining the fail points within the entire service delivery process. Blueprinting provides a visual definition of the service process (Kingman-Brundage 1989).

When designing a service guarantee it must be meaningful, unconditional, easy to invoke, and easy and quick to collect (Hart 1988). Examples of guarantees that have been successful are: Federal Express' "absolutely, positively overnight" and Domino's Pizza's "30 minutes or its free."

Importance of Service Quality

Service quality is seen as the enabling factor (Albrecht 1992) and becoming the great differentiator and a most powerful weapon a service company can possess (Lewis and Booms 1983). Service quality is a winning competitive strategy where everyone wins: the customer, the employee, management, and the shareholder.

Research conducted by Arthur D. Little, the international management and technology firm, has discovered a basic truth concerning service quality, one that is found in every industry they have observed. "Improved service quality results in a consistent pattern of increased market share and revenues." (This finding is consistent with the results obtained through PIMS mentioned earlier). Findings from their research has indicated that the quality of a company's service can cause it to gain or lose as much as 10 percent in sales revenues (Shycon 1992).

A 1987 Gallop survey of 615 senior executive selected service quality as the most critical factor for business success (Davidow and Uttal 1989). Additional research by the Forum Corporation revealed that almost 70 percent of the identifiable reasons why customers left loyal companies had nothing to do with product quality (Whiteley 1991). (See Figure 4).

Management of Service

The management of service begins with the relationship or what Levitt (1976) refers to as the "marriage" between the organization and consumers, or more distinctively, the service provider and the customer. Albrecht and Zemke (1985) view this as a process called the Service Triangle. The Service Triangle forces the organization to examine itself from the customer's point of view which will assist it in determining what business it is really in. Peter Drucker notes this as one of the most important things a business must do (Albrecht and Zemke 1985).

From the customer's perspective, the organization can develop a service strategy defined as:

> "a distinctive formula for delivering service; such a strategy is keyed to a well-chosen benefit premise that is valuable to the customer and that establishes an effective competitive position (Albrecht and Zemke 1985).

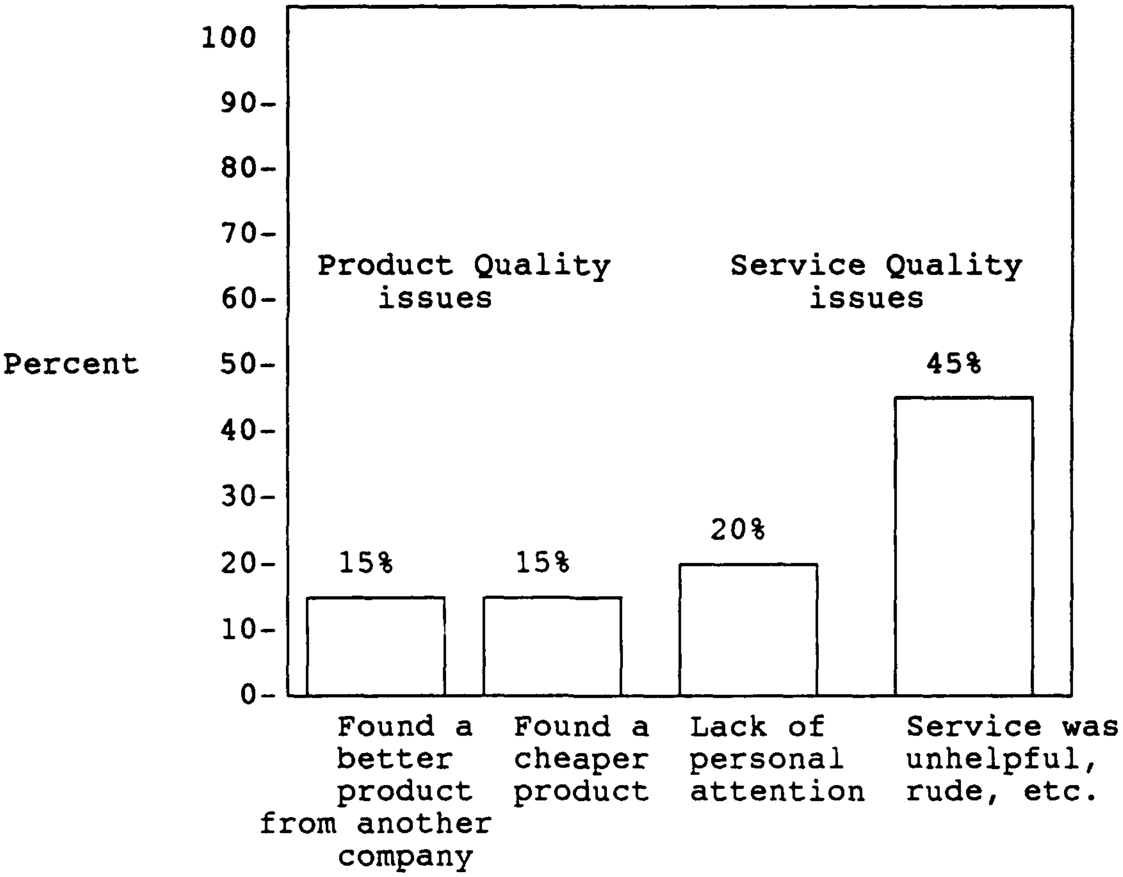
The development of a service strategy is the only effective way to select an optimal mix of and level of service for consumers (Davidow and Uttal, 1989). The chosen strategy will be used to guide the organization in its relationships with consumers, employees, and overall performance (West and Olsen 1990).

A service strategy evolves from the vision top management has for the organization. Under top management's leadership, this vision or organizing principle, must inspire employees to do their best each and every day, be clear and challenging, make sense in the market place, and act as a control mechanism (Peters 1987). Its main emphasis should lie on placing people (customers and employees) before costs and profits.

Organizational Culture

Another facet within the management of service is organizational culture. According to an American Management Association research report (Humble 1991), culture is simply "the assumptions, beliefs, and values that underlie the behavior of people."

Figure 4: Identifiable Reasons for Switching to a Competitor. Totals do not add up to 100% due to rounding.



In reality, culture is the way things are done within an organization. Without a service/customer oriented culture, an organization can never hope to sustain a long-term commitment to service quality.

The measuring stick for an organization's culture is based on the perceptions of the employees. How well they are treated and the quality of their work life are the "barometers of organizational culture" (Albrecht 1988).

The organizational culture is transferred from the employee to the customer. Before marketing a product or service to the consumer, the organization must first sell it to its employees, because the way an employee feels is the same way the customer is going to feel. There is a growing body of evidence that suggests direct links between the satisfaction of the server, motivation to provide good service, customer satisfaction, repeat sales, and profits (Heskett et al., 1990).

Berry (1984) and Bowers and Martin (1990) advocate viewing the employee as a customers and use the same marketing tools to attract new customers to obtain employees. Berry (1984) refers to this as "investing in people quality." By giving minimal attention to the selection and training of front-line employees, many organizations are missing a golden opportunity to enhance the service quality provided to customers. In reality, employee performance is the product in most service encounters.

Moment of Truth

The service encounter is referred to by Carlzon (1987) as a "moment of truth" (MOT). A MOT is time the customer comes into contact with any aspect of the organization and gets an impression of the quality of its service (Albrecht, 1988). Carlzon estimated that his company, SAS, has over 50 million moments of truth each year. The tremendous number of MOTs for an organization proves that success is never final because all the positive MOTs can be destroyed by a single negative encounter. Management must strive for continuous improvement throughout its organization and manage the MOTs as best it can. Because once the MOTs go unmanaged, "the quality of the service regresses to mediocrity" (Albrecht 1988).

To enhance every MOT, the firm must consider the contact skills (human factor) of the employee. Research has concluded that customers want to be treated with respect and to know that the employees truly care about them (Bitran and Hoech 1990). Firms should be aware of the factors influencing service encounters and assist employees in their use of specific contact skills.

Service Recovery

All moments of truth will not be positive because of the numerous uncontrollable variables involved. To prepare for a negative MOT or dissatisfied customer, the firm should have a service recovery plan as part of their overall strategy.

The heart of a service recovery plan (Hart, Heskett, and Sasser 1990) is an emphasis on doing it right the first time (Anderson and Zemke 1991). If, however, the product or service fails to meet expectations, it should be fixed immediately because a firm normally will not get a second or third chance with dissatisfied customers. The art of service recovery and the firm's ability to handle encounters when things go wrong is the true test of the firm's commitment to service quality (Zemke and Bell 1990).

An organization that has a good recovery program is Club Med. Club Med has conducted research and can place a dollar figure on what it stands to lose by having a dissatisfied customer. They have found that a loyal guest will visit a Club Med resort on the average of four times after the initial visit and spend about $1,000 per visit. With a contribution margin of 60 percent, a guest who fails to return after the initial visit will result in a loss of $2,400. Club Med will then be forced to replace the guest through an expensive marketing program (Hart et al., 1990).

The importance of service recovery requires a mechanism or avenue to solicit feedback from the guest/customer. This can be through formal/informal conversations, surveys, focus groups, toll-free phone numbers, or customer comment cards. Many firms rely solely on customer comment cards as the measuring stick for their performance. Focusing entirely on customer comment cards eliminates those who fail to complain.

Key findings from the Technical Assistance Research Program (T.A.R.P.) on consumer behavior revealed the following:

> 1) The average business never hears from 96 percent of its unhappy customers. For every complaint received, the average company in fact has 26 customers with problems, 6 of which are "serious" problems.
> 2) Complainers are more than likely then noncomplainers to do business again with the company that upset them, even if the problem isn't satisfactorily resolved.
> 3) Of the customers who register a complaint, between 54 and 70 percent will do business again with the organization if their complaint is resolved. That figure goes up to a staggering 95 percent if the customer feels that the complaint was resolved quickly.
> 4) The average customer who has a problem with an organization tells 9 or 10 people about it. Thirteen percent of people who have a problem with an organization recount the incident to more than 20 people.
> 5) Customers who have complained to an organization and had their complaints satisfactorily resolved tell an average of five people about the treatment they received. (Albrecht and Zemke 1985)

These facts alone highlight the importance of having a service recovery plan in place to handle dissatisfied customers quickly and correctly. Even though few customers do complain, those that do should be viewed as a opportunity to enhance the customer relationship with the firm (Plymire 1991).

Berry, Zeithaml, and Parasuraman (1990) and Keiser (1988) propose three suggestions to problem resolution in the service recovery process. First, firms should encourage customers to complain and make it as convenient as possible for them to do so. Secondly, firms need to get close to the customer by increasing the dialogue between the customer, front-line employees and management. And finally, firms should empower their employees with the authority, information, and training to handle all problems as they occur. The essence of this is found in Stew Leonard's policy (Leonard, 1987):

> Rule #1: The customer is always right.
> Rule #2: If the customer is wrong, refer to Rule #1.

Internal Marketing

Internal marketing begins with the notion that the firm must initially sell its products/services, culture, and policies and procedures to its employees before selling them to the customer. The objective of internal marketing is to attract and employ the best people, and apply the principles and practices of marketing internally to the employees (Gronroos 1985).

The importance of the service/front-line employee is highlighted by the position on the organizational chart. Albrecht (1988) argues for turning the pyramid of authority upside down (Figure 5). This places the customer and service employee at the top with management acting in a supporting role. It may lead to the organization empowering its service employees by pushing authority down to its lowest level.

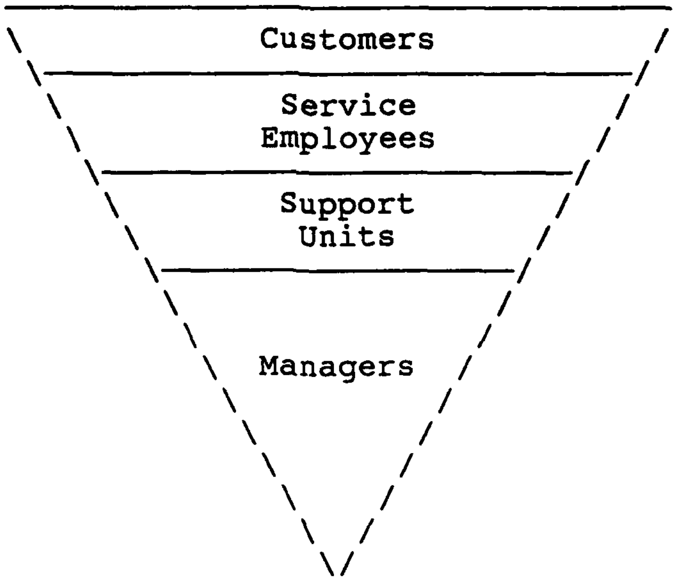
Before an organization can begin empowering employees, Roseabeth Moss Kanter, in her book Change Masters states there are three basic "power tools" which must be in place: information , resources, and support (Zemke and Schaaf 1988). This new way of organizing a firm enhances its ability to adapt to change and respond quickly to consumers' needs.

Adopting the Service Triangle, Albrecht (1988) proposes the Internal Triangle. The three factors - culture, leadership, and the organization, conspire systematically to make front-line employees more effective in meeting the needs of consumers. Organizations that have achieved success by adopting this same type of philosophy are L.L. Bean, Nordstroms, American Express, Federal Express, and the Disney Corporation (Pollen 1991)

Another firm in an industry not noted for outstanding service to its customers and employees is the United Services Automobile Association (USAA). USAA has developed an impressive program for employees and its policy holders that is second to none (Teal 1991). To achieve such success, firms like USAA have instituted a building block process centered around empowering employees and making them feel they are important to the overall success of the firm. They have developed service standards based on customer expectations, implemented performance measurements based on service standards, and have an impressive employee recognition and rewards program tailored to the performance measurements.

The idea of internal marketing and empowering employees at the lowest level is a scary thought for many firms. They do not realize the benefits of having a motivated work force and are afraid of giving control and authority to the lowest paid employee.

Figure 5: **Turning the Pyramid of Authority Upside Down**


Customers
Service Employees
Support Units
Managers

They are afraid the front-line employee will give away the store in order to please a disgruntled customer. But what would you rather have, an over satisfied customer or an unsatisfied customer who may never return?

Technology

An avenue some firms have adopted to assist in the employee empowerment process is through the implementation of technology. Quinn and Paquette (1990) argue that well managed service technologies have the potential to "maximize personalization and customization for customers." Instead of dehumanizing the front-line employee, technology if used correctly *can improve an employee's* self-esteem and allow them to be more responsive to the specific needs of the customer.

Research in the hotel industry by Reid and Sandler (1992) examined how technology can be used to improve service quality. They concluded that firms should evaluate investments in technology on how fast they can be copied by the competition and whether they actually provided the desired level of service quality. Examples of how technology is used today is evident in the hotel and food service industries. Most large hotels have an extensive data base on the history of the guests. This allows them the capability to personalize the product and service to the individual guest. A restaurant in Florida created a silent pager system to improve communications between the kitchen and wait-staff (Sanson

1990).

SERVQUAL Studies

SERVQUAL and its five - dimensional framework have been used in many studies within the service and manufacturing industries worldwide. Such wide application of the instrument has raised questions and concerns regarding its effectiveness.

Parasuraman et al. (1991) addressed the issues and concerns through a reassessment on refinement of the SERVQUAL instrument. The refinement process of the instrument was concerned primarily with the rewording of negative questions (Carman 1990). The new SERVQUAL instrument was then pretested and used in a multi-sector study of five nationally-known companies - one telephone company, two insurance companies, and two banks. The data gathered from this test was analyzed using statistical procedures similar to those used in the testing of the original instrument. The results were similar and confirmed the soundness of the refined instrument.

When the SERVQUAL instrument was developed, it was designed to be applicable across all service industries (Parasuraman et al., 1988). This has led to many studies (Carman 1990), (Babakus and Boller 1992), (Bojanic 1991), (Bolten and Drew 1990), (Kierl and Mitchell 1990), (Mangold and Bakakus 1991); including the tourism (Fick, Ritchie, and Brent 1991), (Le Blanc 1992); and hospitality industries (Knutson, Stevens, Wullaert, Patton, and Yokoyama 1991), and

(Saleh and Ryan 1991). Results from the studies have identified several apparent problem areas.

The majority of the problems dealt with the negative wording of some of the questions (Carman 1990) (Fick et al. 1991) which resulted in lower mean expectation and perception scores than the positively worded dimensions. This could have led to confusion on behalf of the respondent when answering the question.

Other concerns regarding the SERVQUAL instrument was the apparent inability of the seven-point Likert scale to distinguish elusive differences between expectations and perceptions and whether the instrument is the best approach to defining the quality of service concept (Fick et al. 1991).

Parasuraman et al. (1991) addressed these issues and replaced the negatively worded statements with positive statements. The seven-point Likert scale was kept as the measuring devise for the questionnaire. Overall, SERVQUAL has passed the test and is a good indicator of the quality of service being provided within a variety of industries.

Cronin and Taylor (1992) suggest a counter argument to the conceptualization and measurement of service quality. They suggest that service quality should be measured as an attitude supported by a performance based measure of service quality which they call SERVPERF.

Service Quality Program

The importance that service quality has brought to the business community has resulted in numerous programs designed to enhance a firm's commitment to service quality (Peters and Waterman 1982), (Whiteley 1991), (Zemke and Schaaf 1989), (Albrecht and Zemke 1985), (Albrecht 1988, 1991, and 1992), (Heskett et al., 1990), (Keiser 1988). What these programs have in common are the concepts of getting to know the customer and listening to what is said about the needs and expectations. Through the implementation of a service quality program, the firm can develop products and services to not only meet but exceed customer expectations through a convenient and customer oriented service delivery system. The service delivery system must be staffed with customer friendly employees who are treated as important "cogs" in the overall success of the firm. Furthermore, a program of continuous improvement through training and educating all employees, must be one of management's top priorities.

The one program which captures the true essence of a service quality program is Albrecht's (1991, 1992) Total Quality Service (TQS). The TQS program (Figure 6) consists of 5 interrelated components: 1) assessment, measurement, and feedback; 2) market and customer research; 3) strategy formulation; 4) education, training, and communication; and 5) process improvement, necessary for assessing, defining, and improving service quality (Albrecht 1988). A firm adopting the TQS approach, is on the road to making service an art form.

The first step in TQS is the relationship the firm has with its employees. Management must begin to develop a positive working environment for employees. This can be accomplished through an aggressive internal marketing program which places the locus of authority at the lowest level "where the rubber meets the road." Standards for performance are set and rewards and employee recognition programs are designed around these standards. The standards should be stated in a format that is meaningful to the employee. If they are understood and accepted by the employees they will be used as a guide, and will clarify the task and its priority in the overall service delivery system.

The second step in TQS begins with marketing research. The firm must gather pertinent psychographic and demographic information. From this the firm can learn the critical factors customers' perceive regarding the product or service.

After the market and customer information have been analyzed, the firm can begin to design an effective strategy based on what the customer's definition of the product or service. The proper service and quality levels can then be designed and inserted into the service delivery system. The firm should also examine its mission statement and determine the strategic vision for long-term profitability.

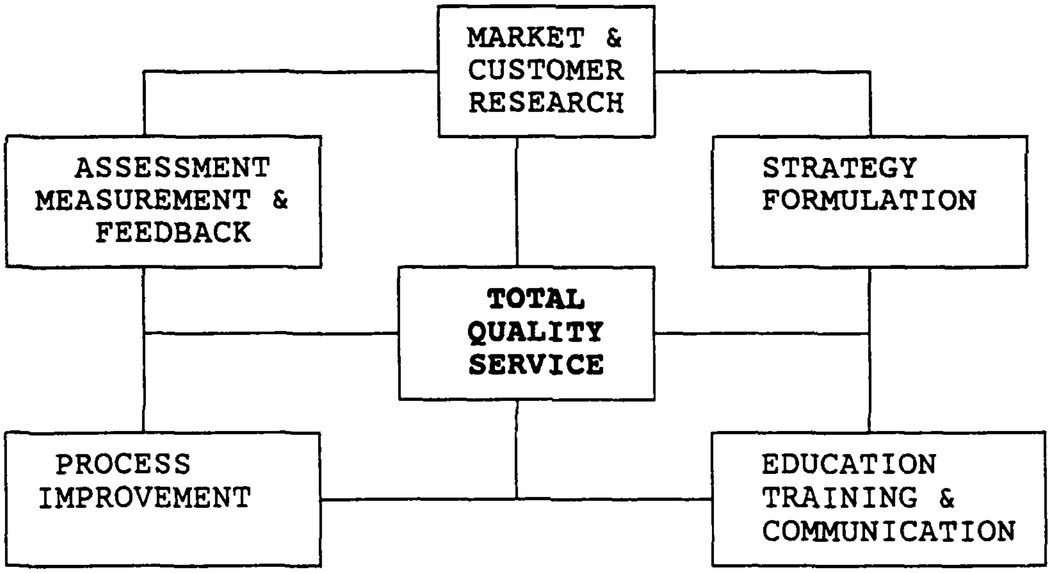
The next step is to transform the firm's mission and strategic vision into actionable plans and programs for employees. This is done through education, training, and communicating these ideas across and down all levels of the firm. This is more than slogans and smiling faces. It must be a way-of-life starting from the top. Management must "walk the talk" and be seen carrying out these ideas and concepts.

The final step in the TQS program is process improvement. Creativity through continuous improvement must be the norm rather than the exception in day-to-day operations. Policies, procedures, rules, and regulations should be designed to enhance rather than hinder the efforts of all employees serving the customer.

Conclusion

Providing exceptional service quality is vastly becoming a requirement for success in today's fast-paced, continuously changing, and quality conscious competitive environment. Providing exceptional service is the norm and producing a high quality product or service that provides value and also reduces the customer's perceived risk is essential. Goal development for today's 21st century firm must take into consideration all customers, both internal and external, and develop a strategic vision that places them at the forefront of all business decisions and policies.

Figure 6: **THE TOTAL QUALITY SERVICE (TQS) MODEL**


MARKET & CUSTOMER RESEARCH
ASSESSMENT MEASUREMENT & FEEDBACK
STRATEGY FORMULATION
TOTAL QUALITY SERVICE
PROCESS IMPROVEMENT
EDUCATION TRAINING & COMMUNICATION

Today, being good just isn't good enough anymore. The requirement for the firm to implement a philosophy of continuous improvement is imperative for survival. The worst a firm can do is assume they know what the customer really wants. The ever changing attitude and behavior of the customer will require firms to get close to the customer and make them a part of their everyday operations. Programs should be developed that not only attract the "right" customer but to keep them and the existing ones as well. Service firms should stray from following in the foot steps of those in manufacturing who follow the single-mindedness about cost cutting as the only way to increase profits. All firms. not only service firms, should begin the process of treating the employee as a customer, who in-turn will take care of the bottom-line.

CHAPTER III

METHODOLOGY

Introduction

The primary purpose of this study is to evaluate member perceptions of service quality at the Nellis Air Force Base Officers' Open Mess. The study will provide a starting point for the Officers' Club's management staff in understanding the expectations and perceptions of club members. The information can be used in examining the club's service delivery system and commence appropriate actions to improve services to all members.

The initial step in this process is to identify the primary dimensions club members use in evaluating the quality of service being provided at the club and measure the expectations and perceptions regarding these dimensions to determine an overall measure of service quality. The following procedures will be required to meet the stated purpose of this study: (1) survey and questionnaire design, (2) selection of the sample, and (3) analysis of the data.

Survey and Questionnaire Design

To answer the primary purpose of this study, a questionnaire from the literature review on service quality was used as the primary data gathering instrument. The questionnaire, SERVQUAL, is a parsimonious 22-item instrument for measuring customers' expectations and perceptions distributed along five distinct dimensions: tangibles, empathy reliability, responsiveness, and assurance (Parasuraman et al., 1988, 1991). SERVQUAL was designed to be applicable across a broad spectrum of services and modified or supplemented to fit specific requirements of a particular firm.

Results from using the SERVQUAL instrument may provide an opportunity for a firm to enhance its quality of service as perceived by the customer. This can only be achieved by balancing customers' expectations and perceptions and close the discrepancy (gap) between them.

The applicability of the SERVQUAL instrument and its intended use and results were the primary reasons for using it to attain the objective of this study and to test the hypotheses. The goal and hypotheses of this study are as follows:

Objective:	Assess service quality being provided to the members of the Nellis Air Force Base Officers' Open Mess.
Hypothesis 1:	The overall service quality rating of the five dimensions (reliability, responsibility, empathy, assurance, and tangibles) at the Nellis AFB Officers' Open Mess will be rated average or above. From this, a more specific sub-hypothesis will be analyzed:
Hypothesis 2:	There will be significant differences between active duty officers' and other club members' overall service quality ratings for the five dimensions. The other club members consist of retirees, civilians, and honorary members.
Hypothesis 3:	There will be significant differences between the two sub-groups of active club members: Company Grade Officers' (O1-O3) and Field Grade Officers' (O4-O8), overall service quality ratings for the five dimensions.
Hypothesis 4:	There will be significant differences between the two sub-groups of Other club members: retirees and civilians/honorary, overall service quality ratings for the five dimensions.
Hypothesis 5:	Of the five service quality dimensions identified above, the most important dimension

will be reliability.

The survey instrument consisted of a cover letter and eight major sections. The cover letter contained a brief description of the purpose for the survey and the importance of its intended results. Confidentiality was ensured to the club member along with a phone number to contact the researcher if there were any questions. An incentive was included to increase the response rate from club members (Bergmann, Hannaford, and Wenner 1990). To be eligible for one of the three prizes, the survey had to be completed in its entirety.

Section I was designed to gather general information regarding the club members' patronage of the different services available at the Officers' Club. Club members were asked four questions: (Q1) How long have they been a member of the Nellis Officers' Club?; (Q2) Approximately how many times do you eat in the dining room at the Nellis Officer's Club in a typical month? This was divided into two answers: lunch and dinner/supper. Breakfast and brunch were not included because the club does not offer these services.

Question (Q3) What day(s) of the week do you normally eat dinner in the dining room at the Nellis AFB Officers' Club?; and (Q4) Overall, what is your impression of the service being provided by the Nellis AFB Officers' Club? This was divided into five areas: barber shop, cashier's cage, dining room, banquet room, and bar. A six point scale anchored by "extremely negative" (1) to "extremely positive" (6) was used as the rating scale. A N/A (not applicable) column was included to capture responses from members who do not use any or all of the services listed.

Section II contained the "expectation" section of the revised SERVQUAL instrument (Parasuraman et al., 1991). Club members were instructed to think about the type of Officers' Club that would deliver excellent quality service and that they would be pleased to do business with. They were then asked to indicate the extent to which they felt such an Officers' Club would posses the feature described by each statement.

A seven-point Likert Scale was used with the ends anchored by the following statements: "not at all essential" (1) and "absolutely essential" (7). No statements were made regarding the rest of the numbers in the scale. The statements from the following questions (Q) were used in describing the five dimensions: tangibles (Q5-Q8); reliability (Q9-Q13); responsibility (Q14-Q17); assurance (Q18-Q21); and empathy (Q22-Q26). The skeleton of the revised SERVQUAL instrument was used in its entirety without modification to the wording of the questions.

Section III contained the "perception" section of the revised SERVQUAL instrument (Parasuraman et al., 1991). Club members were instructed to relate their feelings about the Nellis AFB Officers' Club's service. They were asked to indicate the extent to which they believed the Nellis AFB Officers' Club has the feature described by the statement.

A seven point Likert scale was used with the ends anchored by the following statements "strongly disagree" (1) and "strongly agree" (7). No statements were made regarding the rest of the numbers in the scale. The statements from the following questions (Q) were used in describing the five dimensions: tangibles (Q27-Q30); reliability (Q31-Q35); responsibility (Q36-Q39); assurance (Q40-Q43); and empathy (Q44-Q48). No wording changes were made for the statements as noted above.

Section IV contained a single question (Q49) regarding the overall service quality rating for the Nellis AFB Officers' Club. A ten-point scale was used with the ends anchored by the statements "extremely poor" (1) and "extremely good" (7). No statements were made regarding the rest of numbers in the scale.

Section V contained five questions (Q50-Q54) pertaining to the five service quality dimensions. The club member was instructed to allocate a total of 100 points among the five dimensions. The five dimensions were listed by definition without specific headings. The 100 points were to be allocated according to how important it was to the club member, with the most points awarded to the most important feature. A line "Total Points Allocated" was made with 100 as the total to remind the club member to allocate only 100 points to the five dimensions.

Section VI contained three "Yes/No" questions (Q55-Q57). It was designed to determine how well the Nellis AFB Officers' Club is at in solving members' service problems. The first question asked whether the member had experienced a recent service problem with the Officers' Club? If the answer was "no" then the member was to skip the next two questions and go to Section VII. If the answer was "yes" the member was asked to answer the remaining two questions (Q56-Q57) in this section. Question 56 asked if the recent service problem was resolved to the member's satisfaction. And question 57 asked whether the club member would recommend the Officers' Club to a friend or non-member.

Section VII contained six questions (Q58-Q63) regarding basic demographic information. The questions contained information regarding gender, household (married/single), home (rent/own, lease), children (under 18 years of age). and age. The last question (Q63) was designed to gather specific information regarding the club member's current position (active duty, retirees, civilian) in the military.

The final section of the questionnaire (Section VIII) contained two open ended questions. The asked the club member to club member' opinion of service quality at the Officers' Club and recommendations for improvements. Ample space was provided for the member to answer the questions.

Pre-test of the Instrument

The pre-test of the survey instrument contained two separate evaluations. The original draft of the questionnaire was initially briefed to the Commander, 554 Morale, Welfare, Recreation, and Services Squadron, Nellis AFB, the Deputy Commander, and the Officers' Club Manager. They were interested in what type of results the survey would provide and expressed concerns regarding the length of the instrument. They expressed concern about the impact the lengthy questionnaire would have in obtaining an adequate response from the club members. This concern was related to the members of the thesis advisory committee for feedback regarding wording, layout, and design of the *questionnaire*. The feedback from the thesis advisory committee resulted in a revision of the original questionnaire from 73 items to 64 items.

The revised questionnaire was then mailed in December, 1992 to randomly selected club members. Active duty, retirees, and civilian/honorary groups included an equal number of participants in this pre-test. A total of ten questionnaires were mailed to club members: five to active duty members (two - Field Grade Officers and three - Company Grade Officers) and four retirees and one civilian club member. The club members were randomly selected from the November list of all the Nellis AFB Officers' Open Mess members.

The club members were asked to provide comments regarding the survey through five open-ended questions at the end of Section VIII. The club member was asked whether the survey was too long; do you think other members will take the time to answer the survey; did the survey meet its stated objective regarding service quality; was the survey easy to read; and finally, any other comments regarding the survey.

The response from the pre-test: five active duty (100 percent) and one retired military club member -- provided mixed results. Three of the five active members said the questionnaire was not too long while the other two said it was too long. Of these two, one believed other club members would take the time to answer the survey. The comments regarding the length of the questionnaire centered on combining the statements from Sections II and III eliminating repetition. Also, a question was raised concerning the positive wording of the questions. The single response from the retired military club member was not used because it was returned unanswered. The club member stated, "we have not visited the club enough to be able to make any comments."

Based on the feedback from the pre-test and recommendations by the developers of the SERVQUAL instrument (Parasuraman et al., 1988, 1991), the questionnaire was modified in part, to its final format. Appendix B provides a sample of the final questionnaire used for this study.

Selection of the Sample

The initial step in determining the selection of the sample is defining the population of interest (McDaniel and Gates 1991). For this study, the population of interest was the Nellis AFB Officers' Club. Nellis AFB was selected because of its unique characteristics as compared to Officers' Clubs in general.

The sampling frame was the November, 1992 listing of all the Nellis AFB Officers' Club members. November was chosen because there is low member turnover (active duty) between November and February due to the limited number of Permanent-Change of Station (PCS) moves of officers to various Air Force bases. Additionally, it coincided with the December, 1992 mailing of the questionnaire to the members. The breakdown of the listing was as follows: total members - 1,316; active duty members - 662, of which 250 were field grade officers (O4-O8) and 412 were company grade officers (O1-O3); retired miliary club members - 505; civilians - 73; and honorary club members - 76.

The sampling method was a nonprobability quota sample. This type of sample was used because the information from the population was known along with the specific types of members for the Officers' Club.

A total of 700 questionnaires were mailed out to the Nellis Air Force Base Officers' Open Mess club members. The distribution of the questionnaires was proportioned between the three groups: active duty, retired club members, and civilian and honorary club members (See Table 1).

Questionnaires were mailed, along with self-addressed stamped envelopes, to the club members in their December, 1992 billing statements. This method was used to minimize the costs of the survey.

Table 2: Distribution Of the Nellis AFB Officers' Open Mess Membership.

	Population	Sample	% of Population
Active Duty	662	350	53
Retirees	505	275	54
Civ/Hon	149	75	50
Total	1,316	700	53

December, 1992 was chosen because a majority of the base organizations hold their holiday parties at the club. The preferred method of payment for parties is through the member's club card. This would make them more aware of the billing statement and pay closer attention to the materials sent with the bill. A cut-off date of January 15, 1993 was established for the return of the questionnaire.

Analysis of the Data

To qualify as a respondent for the study, the questionnaire had to be completely filled out by the club member. In order to maximize the use of the returned questionnaires, those that were not fully completed will be reassessed for their usefulness.

If there were questions which were omitted in Sections II and III, an average of the answered questions was used for the missing values. However, the respondent had to answer at least 80 percent (18 questions per section) to be eligible. Eighty percent was used as the cut-off point because the least number of questions per dimension was four. Failure to answer five or more questions would have eliminated one of the dimensions.

In addition, if the club member failed to allocate sufficient points in Section V, the numbers were analyzed and an appropriate proportion applied to the dimensions. For those club members who failed to allocate zero points for the dimensions, 20 points were allocated for each dimension.

The various statistical analyses used were the methods recommended by the researchers in the development of the SERVQUAL instrument (Parasuraman et al., 1988, 1991), (Zeithaml et al., 1990).

Determining the quality of service using SERVQUAL involves computing the difference between the ratings club members assigned to the paired expectation/perception statements. This is shown by the following equation:

SERVQUAL Score = Perception Score - Expectation Score

The Officers' Club's quality of service for each of the five dimensions was assessed for all respondents by determining the mean SERVQUAL scores on statements making up the dimension. This was obtained with the following steps:

1. For each club member, the SERVQUAL scores on the statements pertaining to the dimension were totaled. The total was divided by the number of statements making up the dimension to obtain a mean SERVQUAL score for the dimension for each club member.
2. The totals for each club member on the five dimensions from above were totaled and divided by the number of respondents to obtain a mean SERVQUAL score for each dimension.
3. The mean SERVQUAL scores were then used to determine the overall measure of service quality. This was be obtained by adding the total mean SERVQUAL score for each dimension and dividing by the number of dimensions (5). This overall measure is an **unweighted** SERVQUAL score because it does not account for the relative importance the club member assigned to the various dimensions (Section V).

To obtain an overall **weighted** SERVQUAL score which takes into account the relative importance of the dimension determined by the club member, the following procedures were used:

1. Same as number one above: determine the SERVQUAL score for each of the paired statements, for each club member, and for all dimensions.

2. For each club member, the SERVQUAL score obtained in step one, was multiplied by the importance weight assigned by the club member to that dimension (Section V). The importance weight is determined by the points allocated to the dimension divided by 100.

3. For each club member, the weighted SERVQUAL scores (obtained in step 2) were added for all five dimensions to obtain a combined weighted SERVQUAL score.

4. The combined weighted SERVQUAL scores (obtained in step 3) were totaled and divided by five to obtain an overall weighted measure of service quality.

To answer the hypotheses of this study, the SERVQUAL scores for the specific groups in question were isolated from the entire set of respondents and analyzed accordingly.

A series of t-tests were conducted to determine the statistical significance of the differences between the mean scores (SERVQUAL scores). A confidence level of .95 was used throughout the analysis.

Testing the hypotheses involves the following steps. For Hypothesis one (H1), a t-test computed for one mean will be used. For hypotheses 2-5 a t-test for hypothesis about two means will be used (McDaniel and Gates 1991). The null and alternative hypotheses for the five hypotheses are as follows:

H1: Null hypothesis Ho: The Overall SERVQUAL score for the Total Sample will be equal to or greater than zero.

Alternative hypothesis Ha: The Overall SERVQUAL score will be less than 0.

H2: Null hypothesis Ho: There will not be significant differences between the Active Duty and Other groups of club members overall SERVQUAL score.

Alternative hypothesis Ha: There will be significant differences between the Active Duty and Other groups of club members overall SERVQUAL score.

H3: Null hypothesis Ho: There will not be significant differences between the Field Grade Officers and Company Grade Officers overall SERVQUAL score.

Alternative hypothesis Ha: There will be significant differences between the Field Grade Officers and Company Grade Officers overall SERVQUAL score.

H4: Null hypothesis Ho: There will not be significant differences between the Retired military and the Civilian/Honorary groups of club members overall SERVQUAL score.

Alternative hypothesis Ha: There will be significant differences between the Retired military and Civilian/Honorary groups of club members overall SERVQUAL score.

H5: Null hypothesis: The reliability will not be the most important dimension when club members experience a service problem.

Alternative Hypothesis: The reliability dimension will be the most important of the five service quality dimensions when the club member experiences a service problem.

The hypotheses identified above involve a series of cross-tabulations between the different groups of club members. From past experience and comments provided by the club members, the groups expect a different level of service depending upon their rank and position. The Field Grade Officers are normally commanders who entertain visitors from other bases at the Officers' Club. With this in mind, the Officers Club staff would provide them a higher level of service during their visits to the Club.

The same can be said for the Retirees. This group of club members has served their country and appreciate the respect that comes with this distinction. When visiting the Officers' Club, they expect to be treated with a higher degree of respect than an ordinary club member.

The relative importance of the SERVQUAL dimensions will be taken from Section V of the questionnaire. The mean number of points allocated for each dimension will be obtained by summing the individual scores and dividing by the number of respondents. Results will be cross-tabulated across the different membership groups to determine any differences in their relative importance.

Further analysis will be made from the data obtained in Section VI. The SERVQUAL scores for the club members will be segmented according to: (1) whether they had experienced a recent service problem with the Officers' club; (2) if they had experienced a problem; (3) whether the problem was resolved to their satisfaction; and (4) whether they would recommend the service to a *friend or non-member.*

CHAPTER IV

RESEARCH RESULTS

Introduction

The first three chapters presented a theoretical foundation for the elusive service quality construct. Service quality has become the "great differentiator" and the most powerful weapon in today's intensely competitive operating environment. Whether its in the manufacturing or services industry, the degree of the firm's commitment to service quality will inevitably determine the final outcome.

The service quality journey began in 1983 for researchers Parasuraman, Berry, and Zeithaml, under the auspicious of the Marketing Science Institute. The results of their research have concluded that the customer evaluates a firm's service quality by comparing the service performance (perceptions) to what they think the performance **should** be (expectations).

By measuring performance relative to customer expectations, the firm can determine its service quality gap. The measure of the service quality gap for a firm is computed by determining the difference between separate measures of customer expectations and perceptions. Parasuraman et al. (1988, 1991), designed the multiple-question SERVQUAL instrument to determine the magnitude of service quality gaps.

Objective of the Study

This study was designed to determine the members' perception of service quality at the Nellis AFB Officers' Club. The SERVQUAL instrument was chosen because the data it produces can quantify the overall service quality gap for the club. The results from this study can be used as the beginning of a service quality research process for the club. By periodically evaluating service quality, the club can determine how well they are in meeting the member's expectation and determine where to allocate resources.

Nellis Officers' Club

Before analyzing the data from the study, a brief description of the Nellis AFB Officers' Club and its operation is provided. The current Nellis AFB Officers' Club facility was constructed in 1991 at a cost of $6.7 million. It is located in close proximity to the main gate/ visitor's center and within walking distance from the Visiting Officer's Quarters. The Officers' Club is open for lunch during the week and for dinner Monday through Friday. The Officers' Club does not serve breakfast and is closed on weekends except for special functions. Inside the facility are two bars (Check 6 and piano bar), barber shop, cashier's cage (check cashing and paying monthly club bill), club manager and staff offices, a formal dining room (Eagle Room), banquet rooms, a semi-scattered cafeteria serving line, and a special Thunderbird lounge.

The Study

(Note: Totals may not equal 100 percent due to rounding or to unanswered questions by the club member)

Questionnaires were distributed to the club members by the method described in Chapter 3. Of the 700 questionnaires distributed to the club members, 313 were returned for a 45 percent response rate. Analysis of the returned questionnaires resulted in 37 being disqualified because less than 80 percent of the questions in Sections II or III were not answered by the club member. However, if the club member provided comments to the open-ended questions in Section VIII, they were included in this section. This resulted in 276 usable questionnaires for the analysis. This data is summarized in Table 3. The analysis of the demographic characteristics of club members is indicated in Table 4. Additional demographic information is locate in Appendix C.

General Analysis

(Note: Answers may not equal 100 percent due to rounding)

The analysis from the data renders the following profile of a typical Nellis AFB Officers' Club member. The typical club member had been a member of the club for almost five years, ate lunch approximately four times a month and dinner 1.5 times a month at the Club, on either Wednesday or Friday nights. The typical facilities the club member would use are the Cashier's Cage, dining room, and bar (See Appendix D for a break out of this information).

Table 3: Analysis of the Population and Sample Distribution

	Total Club Members	% of Total	Sample Club Members	% of Sample
Total	1,316	100	276	100
Active Duty	662	50	127	46
Others	654	50	149	55
Active Duty:				
Field Grade	250	38	52	41
Company Grade	412	62	75	59
Others:				
Retirees	505	77	122	82
Civ/Hon	149	23	27	18

Table 4: Demographic Characteristics

Gender:

Male - 226

Female - 46

Home:

Own - 204

Rent - 53

Other - 14 (Live in Military Family Housing)

Marital Status:

Single Male - 35

Single Female - 17

Married Couple - 214

Unmarried Couple - 5

Other - 5

Children Under 18 Years of Age:

No - 188

Yes - 81 (Total children 149: Avg # 1.8)

SERVQUAL Analysis

A detailed examination of the research results is presented below. The analysis will be separated into four sections: (a) differences in expectations; (b) differences in perceptions; (c) perceptions minus expectations; and finally (d) problem resolution. The total sample, the two main groups of club members, and their two sets of sub-groups will be analyzed under each section. A brief summary will follow at the end of each section.

The comments from the first three sections will be used to analyze hypotheses 1-4 outlined in Chapter 3. The final section will answer the fifth hypothesis.

The data entry and data computations were performed using Lotus 1-2-3, Version 3.0.

Differences in Expectations

The complete set of data for this section is located in Appendix E. A summary of the mean Expectation scores for each dimension is located in Table 5. T-Test computations for significance are located in Appendix H. Note: Higher expectation scores indicate a more strongly held expectation, whereas lower expectation scores indicate a less strongly held expectation.

Total Sample: All expectation scores were significant at the .95 confidence level. The expectations from the Total Sample resulted in the reliability dimension (6.357) being the most important and having the lowest standard deviation amongst the five dimensions (0.163). This finding is consistent with previous SERVQUAL research (Parasuraman et al. 1988 and 1991). The club members expect an Officers' Club to deliver the type of service they believe is equal to the price they are willing to pay. This dimension is concerned primarily with the accuracy and dependability of the delivered service and is more outcome oriented.

Table 5: Summary of Expectation Scores (Scale 1-7)

	EXPECTATIONS					
	Tangible	Reliable	Response	Assure	Empathy	Avg
TS	5.25	6.36	6.19	6.17	5.92	5.97
AD	4.99	6.33	6.15	6.08	5.90	5.89
FG	4.99	6.29	6.14	6.07	5.95	5.89
CG	5.00	6.36	6.16	6.09	5.87	5.90
OT	5.47	6.36	6.21	6.23	5.84	6.04
RT	5.46	6.37	6.22	6.24	5.97	6.05
C/H	5.50	6.34	6.22	6.15	5.70	5.98

TS - Total Sample
AD - Active Duty
FG - Field Grade
CG - Company Grade
OT - Others
RT - Retirees
C/H - Civil/Honorary

The four remaining dimensions are judged during the service delivery process and are the most important for the Officer's Club in exceeding expectations. The dimension receiving the second highest expectation rating was responsiveness (6.186), followed closely by the assurance dimension (6.168). The empathy dimension was fourth (5.918), and the last dimension was tangibles (5.252).

Club members are indicating by the high scores on the responsiveness and assurance dimensions that they except Officers' Clubs to provide prompt service and for the club employees to exhibit a sincere concern if a problem arises. The club member is also expecting club employees to convey a feeling of trust and confidence. Overall, the club member may want to establish a more personal relationship with the club and its employees. For example, the club member asks for a special table in order to be served by their favorite server.

The score for the empathy dimension indicates that the club member expects the club employee to have the member's best interests at heart and understand their specific needs. The club member also expects the Officers' club to operate the facility during the hours which are convenient to the member, not management.

The tangible dimension contained the two lowest mean expectation scores on questions 5 "expect modern-looking equipment" and 8 "expect material to be visually appealing." The different groups of club members were not consistent on the expectation of these items due to the high standard deviation scores, which again, were the two highest in the expectation section.

While appearances can be deceiving, they do play a roll in establishing a favorable first impression along with cementing a lasting impression to the club member. In this area, its normally the little things that matter. By having clean and modern equipment and materials may be as important as having neatly groomed employees in clean and dignified uniforms.

Active Duty and Others. The majority of the expectations scores for the two main groups of club members were not significantly different at the .95 confidence level. This result indicates that the two groups of club members are fairly consistent in terms of their expectations.

However, when there was a significant difference between the two group's expectations, with the Other club members exhibiting a higher expectation score. The only time the Active Duty club member's individual expectation score was significantly higher was on question 11 "expect service to be right the first time."

The mean expectation scores for the Active Duty members were aligned with the results from the Total Sample. Each dimension received a slightly lower mean score with tangibles having the greatest difference (-0.258).

The Active Duty's mean tangible score was the lowest across the five dimensions and the two groups. As in the Total Sample, questions 5 and 8 had the lowest mean scores and highest standard deviation. The difference between the highest and the lowest expectation score was 2.386 (6.449-4.063) or 37 percent.

The expectations recorded by the Other group of club members was higher than the Total Sample. The alignment of the dimensions were the same except the assurance dimension (5.33) was scored ahead of the responsiveness dimension (5.10). This group followed the same pattern as the Active Duty club members in regards to the tangible dimension.

Active Duty: Field Grade and Company Grade Officers. All expectation scores were not significant at the .95 confidence level. This result indicates a consistent pattern was depicted between the two sub-groups of active duty club members. The reliability dimension was the highest followed by responsibility, assurance, empathy, and tangibles. The expectation score from the Field Grade Officers on the tangible dimension for question 5 "expect modern looking equipment" (3.942), was the lowest in the entire expectations section. Disparity between these club members was evident by the high standard deviation (1.634).

The overall expectation scores for the Company Grade officers was higher on all the dimensions except empathy. They also recorded a very low expectation score on question 5.

However, the Company Grade Officers overall rating for the reliability dimension (6.357) was the second highest between the four sub-groups of club members.

Others: Retirees and Civilian/Honorary. All expectation scores, with the exception of question 13, were not significant at the .95 confidence level. This result indicates that the expectations of the Retired military and the Civilian/Honorary club member sub-groups were almost identical in their ratings of the five dimensions. Both groups rated reliability the highest and followed the same order as the Total Sample except for the Retired military club member. They rated assurance (6.244) as the second highest followed by the responsiveness dimension (6.217). The tangible dimension for both sub-groups was considerably higher than the two active duty sub-groups.

The greatest difference between the Retired and Civilian/Honorary club members expectation score was for the empathy dimension. The questions for this dimension reference the need for personalized service and whether the club member's personal interest are taken into consideration involving policy decisions. The Civilian/Honorary club members rated the five empathy questions (Q22-Q26) quite differently from each other. Those five questions produced high standard deviations for each question which indicate a wide range of scores for every question. Only question 22 "expect individualized attention" produced a wider fluctuation in the scoring for the Retired military club member (Standard deviation - 1.983).

Summary: A pattern has evolved around the expectations of the different sub-groups within the two major categories of club members. The individual scores were not significant at the .95 confidence level which would indicate the two sub-groups, Field/Company Grade Officers and the Retirees/Civilian and Honorary club members, are quite similar.

The reliability dimension received the highest rating in all groups while the tangible dimension was the lowest of the five scores. This finding emphasizes how important it is for Officers' Clubs to only promise what they can deliver. A promise, whether implied or explicit, sets a given level of expectation. Failure to deliver on a promise could be devastating.

The remaining three dimensions; responsiveness, assurance and empathy, were rated almost evenly, with empathy placing fourth in all cases. What the club member expects from the management staff is to get the basics down right (reliability), then surprise them by paying closer to the little things that will enhance the service delivery process.

Differences in Perceptions: The complete set of data from this section is located in Appendix F. A summary of the mean Perception scores for each dimension is located in Table 6. T-Test computations for significance are located in Appendix H. Note: higher perception scores would indicate a more favorable perception, whereas lower perception scores indicate a less favorable perception.

Total Sample. The perception scores on the five dimensions from the Total Sample were all significant at the .95 confidence level. The highest mean score was the tangible dimension (6.032), which also, had the highest standard deviation of the mean dimensional scores (0.463). The second highest mean expectation score was assurance (5.588), followed by responsiveness (5.383), reliability (5.305) and empathy (4.994). All of the perception questions except for three of the four tangible dimension questions had a standard deviation above 1.0. This finding under scores the theme that every customer defines the situation and the perceived level of service differently.

The mean reliability dimension produced the smallest standard deviation (0.078) throughout the entire analysis. The scores for the individual questions had high standard deviations but were almost identical to each other. This may indicate that the club members had a mutual agreement on how accurate and dependable the Officers' Club is in delivering what they promise they will deliver.

Active Duty and Others. The perception scores between the Active Duty club members and the Other club members were significant at the .95 confidence level across all five dimensions. The ranking of importance was the same for both groups and identical to the results for the Total Sample.

Table 6: Summary of Perception Scores (Scale 1-7)

	PERCEPTIONS					
	Tangible	Reliable	Response	Assure	Empathy	Avg
TS	6.03	5.31	5.38	5.59	4.99	5.46
AD	5.84	4.96	5.10	5.33	4.63	5.17
FG	5.79	4.77	4.98	5.15	4.50	5.04
CG	5.86	5.09	5.19	5.45	4.72	5.26
OT	6.19	5.59	5.62	5.81	5.31	5.70
RT	6.20	5.61	5.66	5.85	5.36	5.74
C/H	6.14	5.52	5.46	5.62	5.11	5.57

TS - Total Sample
AD - Active Duty
FG - Field Grade
CG - Company Grade
OT - Others
RT - Retirees
C/H - Civil/Honorary

However, this is where the similarities end.

The Active Duty club members consistently scored each perception dimension lower than the Other club members. The average difference between the two groups was above 0.500, with the smallest difference being 0.354 (tangibles) and the highest 0.685 (empathy). What is perceived to be average/satisfactory service to one group of club members may be perceived as being exceptional or mediocre to the other group.

Active Duty: Field Grade and Company Grade Officers. The perceptions of the two active duty sub-groups were almost identical, with the Company Grade Officers having higher scores on all five mean dimensions. The greatest discrepancies between the two groups were on the reliability and assurance dimensions.

The Company Grade Officers perception scores for the reliability dimension were above 5.0 except for question 32 "perceive the club to have a sincere interest in their problems" which received a 4.873. The Field Grade Officers' score on this same dimension ranged from 4.615 (Q33) to 4.962 (Q34). Both sub-groups had relatively high standard deviation scores for all questions in this dimension.

The perception scores for the assurance dimension fluctuated between questions for the Company Grade Officers. Question 41 "fell safe in transactions with the club" had a mean score of 5.707, while question 43 "perceive employees to have the knowledge to answer questions" had a 5.160 score. The Field Grade Officers exhibited fluctuating scores on question 43, which had a standard deviation of 1.906.

The Field Grade and Company Grade Officers perception scores for the two highest questions and two lowest questions were identical. The two highest scoring perception questions (Q27 and Q28) are part of the tangible dimension and inquire about "modern-looking equipment" and the "appearance of the physical facility." They were the only questions in this section to receive mean scores above 6.0.

The two lowest perceived questions were also located within a single dimension. Questions 45 and 48 are part of the empathy dimension and deal with the "operating hours" and whether the employees "understand the specific needs of the club members." The highest rating for question 45 was 4.385 from the Field Grade Officers and question 47 received a 4.413 from the Company Grade Officers.

Others: Retirees and Civilian/Honorary. The perception scores for the Other sub-groups resulted in higher sc ores across all five dimensions for the Retired military club members. The differences were minimal but the overall mean scores were higher in comparison to the active duty sub-groups.

The Retired military and Civilian/Honorary club members rated questions 27 and 28 substantially higher than the rest of the questions (6.528 and 6.732; 6.370 and 6.593) with low standard deviations. These were the highest mean scores in the perception section for both groups. The two lowest mean scores were questions 45 and 48 (same as the active duty sub-groups).

Summary: The findings from the analysis of the perception section revealed two groups of club members. The Active Duty club members consistently scored lower on all five dimensions compared to the Other Club members. This was consistent within the sub-groups of these two categories of club members. However, both major group and their sub-groups scored the tangible dimension the highest, followed by assurance, then either reliability or responsiveness, and finally empathy.

The club members appreciate the new facility and have scored it accordingly. They perceive the Officers' Club to have caring and courteous employees, who are providing satisfactory service with an occasional problem. But most of all, the perceived lack of personal attention and inadequate operating hours require some attention by the club's management staff.

Perceptions - Expectations

The SERVQUAL scores are the average of the differences between the perception scores and the expectations scores. The complete set of data from the section is located in Appendix G. A summary of the mean SERVQUAL scores for each dimension is located in Table 7. T-Test computations for significance are located in Appendix H. Note: A positive mean SERVQUAL score indicates that, on average, perceptions were higher than expectations. Negative mean SERVQUAL scores indicate that, on average, perceptions were lower than expectations.

Total Sample: All responses were statistically significant at the .95 confidence level. The Unweighted Mean SERVQUAL scores across the five dimensions were all negative except for the tangible dimension. There was a considerable amount of disparity between the three highest negative dimensions; reliability (-1.05), empathy (-0.92), and responsiveness (-0.80) in comparison to the only positive dimension, tangibles (+0.78).

The high negative SERVQUAL scores for the reliability and empathy dimensions indicate the areas which require attention. The club member may be expecting more personalized "customized" service from the staff which would result in a more reliable product and higher level of service. The relatively low score for the assurance dimensions indicates the staff is courteous to the customer and is knowledgeable about the operation.

The differences between the Unweighted SERVQUAL mean scores identify significant room for improvement in all areas. Further examination of the individual questions comprising the individual dimensions also exhibited room for improvement.

Table 7: SERVQUAL Scores: Unweighted and Weighted

(PERCEPTIONS - EXPECTATIONS)

UNWEIGHTED

	Tangible	Reliable	Response	Assure	Empathy	Avg
TS	0.78	-1.05	-0.80	-0.58	-0.92	-0.62
AD	0.84	-1.37	-1.05	-0.76	-1.28	-0.87
FG	0.80	-1.52	-1.16	-0.92	-1.45	-0.85
CG	0.87	-1.27	-0.97	-0.64	-1.16	-0.63
OT	0.72	-0.77	-0.59	-0.42	-0.61	-0.34
RT	0.74	-0.77	-0.56	-0.40	-0.61	-0.32
C/H	0.64	-0.82	-0.76	-0.53	-0.59	-0.41

WEIGHTED

	Tangible	Reliable	Response	Assure	Empathy	Avg
TS	0.18	-0.25	-0.18	-0.11	-0.17	-0.11
AD	0.15	-0.37	-0.24	-0.14	-0.24	-0.17
FG	0.15	-0.38	-0.26	-0.16	-0.25	-0.18
CG	0.15	-0.32	-0.22	-0.11	-0.21	-0.14
OT	0.17	-0.17	-0.12	-0.08	-0.10	-0.06
RT	0.17	-0.17	-0.12	-0.07	-0.10	-0.06
C/H	0.16	-0.18	-0.14	-0.10	-0.09	-0.07

TS - Total Sample
AD - Active Duty
FG - Field Grade
CG - Company Grade
OT - Others
RT - Retirees
C/H - Civil/Honorary

All scores were negative except for three questions within the tangible dimensions (questions 5, 7, and 8). The highest average SERVQUAL mean was for question 5 "modern-looking equipment." This high score may have been influenced by the new facility and new equipment items.

The Overall Unweighted SERVQUAL score (-0.51) would have been significantly higher had it not been for the high mean score for the tangible dimension. The "forgiveness factor" on behalf of the individual club member may not exist. The club member is paying $18 a month for dues and is expecting some type of value in return. This may account for the high negative Unweighted SERVQUAL scores on the most important dimensions which allow a firm to distinguish itself from the competition.

The weighted SERVQUAL mean scores took into consideration the points the club member allotted to each of the five dimensions in Section V of the questionnaire. These scores are located in Table 8. An interesting comparison exists here. The empathy dimension received the lowest amount of points (16.83) but there was a big difference between what the club member expected compared to what was actually delivered. The difference between the weighted and the unweighted score is quite different for this dimension (-0.17 to -0.92). The reliability dimension received the highest allocation of points (23.70) and was the highest weighted SERVQUAL score with -0.25.

Table 8: Relative Importance of SERVQUAL Dimensions when Club Members Allocate 100 Points

	Tangible	Reliable	Response	Assurance	Empathy
Totl Sampl	21	24	21	18	16
Active Dty	18	25	22	18	17
Fld Grade	19	25	22	16	17
Cpy Grade	17	25	22	18	18
Others	24	22	20	18	15
Retirees	23	22	22	17	17
Civ/Hon	26	23	19	19	13

Table 9: Club Members Overall Service Quality (OSQ)
(Scale 1-10)

Club Member	OSQ Rating	Standard Deviation
Total Sample	7.4	1.8
Active Duty	6.9	1.7
Field Grade	6.6	1.7
Company Grade	7.1	1.8
Others	7.8	1.7
Retirees	7.9	1.6
Civ/Hon	7.4	2.0

The negative score for the overall rating of service quality indicates that the current level of service being provided at the Nellis AFB Officers' Open mess is less than average. Thus, the null hypothesis is rejected for **H1**.

Active Duty and Others: All SERVQUAL scores for both groups, with the exception of the following tangible questions:

Q27-Q5 Modern looking equipment
Q28-Q6 Physical facilities are visually appealing
Q29-Q8 Materials are visually appealing

were negative. However, these negative scores were significantly higher for the Active Duty club members compared to the Other club members. All scores, excluding the tangible dimension, were significant at the .95 confidence level. The differences between the scores indicate that the Active Duty club member may see greater room for improvement than the Other club members. Both club member groups exhibit consistency regarding the tangible dimension.

The two major groups of club members follow the identical rank order pattern as expressed by the Total Sample. The Unweighted SERVQUAL mean score for the reliability dimension received the highest negative difference (Active Duty -1.05 and Others -0.77) while the tangible dimension received the only overall positive difference (Active Duty +0.84 and Others +0.72). The other three dimensions (responsibility, assurance, and empathy) had rather large differences in comparing the two groups.

The Overall Unweighted SERVQUAL mean score from both groups depicts a major difference between how they perceive the current level of service quality. The Active Duty club members overall score (-0.87) indicates that their perceptions failed to meet expectations. As a group, they may have a lower tolerance level regarding the type/degree of service failure during the service delivery process. The high negative scores on the reliability, responsiveness, and empathy dimensions support this.

The Other club members had a much smaller Overall Unweighted SERVQUAL mean score (-0.34). This score indicates that perceptions did not agree with expectations, however, on a much lower level in comparison to the Active Duty club member. The Other club member may exhibit a greater feeling of "forgiveness" if a problem arises. The expectations of the Other club member may have an ideal level, but are willing to compromise to some degree from this level with little to no consequences in the evaluation of service quality.

The Weighted SERVQUAL scores were considerably lower than the Unweighted scores for both groups. The two main groups of club members were not in congruence with each other regarding the allocation of the 100 points across the five dimensions. As shown in Table 8, the figures for the tangible and reliability dimensions were quite different. The average amount of points allocated to the tangible dimension by the Other group of club members (24.12) was almost 40 percent higher than for the Active Duty group (17.90). In addition, both groups allocated the empathy dimension the least amount of points. An interesting correlation can be made regarding the empathy dimension by comparing its SERVQUAL score to the amount of points the both groups allocated to it. The club members have accepted a certain level of personalized service to be part of the overall service delivery process. However, if it is not available, then its importance to the overall level of service quality increases.

The SERVQUAL scores between the two main groups of club members were significantly different at the .95 confidence level. The overall rating for service quality was also significantly different. This result rejects the null hypothesis for hypothesis number 2 (H2). There is a difference between the two main groups of club members.

Active Duty: Field Grade and Company Grade Officers. All Overall Unweighted SERVQUAL scores, with the exception of question Q37-Q14 "employees are to tell when services will be performed", were not significant at the .95 confidence level. This result would indicate that the difference between the perceptions and expectations within the two sub-groups of Active Duty officers were almost identical.

The individual mean means from the two sub-groups of Active Duty officers followed the same pattern as the Total Sample. All differences were negative except for the same three questions identified above within the tangible dimension. The majority of the differences in the individual SERVQUAL scores were higher for the Field Grade officers in comparison to the Company Grade officers.

The negative SERVQUAL scores indicate that perceptions failed to meet/exceed expectations, except for the tangible dimension. The higher negative scores may indicate that the ideal level of service for these two sub-groups of Active Duty officers is relatively high in relation to the service they are receiving. The SERVQUAL scores also indicate that there is room for improvement in all areas of service.

The Weighted Overall SERVQUAL scores were lower than the Unweighted scores. The empathy dimension exhibited the greatest change. Its high *Unweighted* SERVQUAL score was offset by the low allocation of points from the two groups.

The Overall service quality rating and the SERVQUAL scores for the individual dimensions for the two sub-groups of Active Duty club members was not significant at the .95 confidence level. This result rejects the null hypothesis for hypothesis 3 (H3).

Others: Retirees and Civilian/Honorary. All Unweighted Overall SERVQUAL scores were not significant at the .95 confidence level. This result indicates that the two sub-groups of Other club members have similar perceptions and expectations regarding the type/level of service being provided at the Officers' Open Mess. As indicated earlier, all SERVQUAL scores followed the same pattern as the previous groups. All scores were negative except for the three questions within the tangible dimension.

The majority of the SERVQUAL scores were below ± 1.00 except for the following:

Q27-Q5 Modern looking equipment
Q28-Q6 Physical facilities visually appealing
Q46-Q23 Convenient operating hours

This would account for the low overall mean scores for all five dimensions. The difference between the two sub-groups overall SERVQUAL scores was the highest for the responsiveness dimension (-0.20), with the remainder being less than 0.13. The empathy and reliability dimensions received almost identical scores from both groups.

The relatively low Overall Unweighted SERVQUAL scores by both groups would indicate that the differences between perceptions and expectations of service is minimal. Both sub-groups may have a larger "forgiveness factor" than the two sub-groups of Active Duty officers.

The allocation of the 100 points across the five dimensions were not identical for both sub-groups. The Civilian/Honorary sub-group allocated over 25 percent of the total 100 points to the tangible dimension. The lowest amount of points were allocated to the empathy dimension (13.78). Both point totals were the highest and lowest point totals for any one single dimension amongst the four sub-groups of club members.

The Retired club members allocation of the 100 points were split between two distinct groups of the five dimensions. The first group: tangibles (22.65), reliability (22.12), and responsiveness (21.64) accounted for almost 67 percent of the total points. The remaining two dimensions: assurance (16.98) and empathy (16.76) split the remaining points. This accounted for the lower weighted SERVQUAL scores.

The Retired and Civilian/Honorary club members Weighted SERVQUAL scores were fairly consistent. The low overall ratings convey the notion that the difference between the groups perceived level of service and expected level of service as minimal. The Officers' Club has done a satisfactory job in meeting the needs and expectations of this group of club members. While the differences are still negative, they are much lower then the Active Duty club members.

The overall service quality score and those for the five dimensions were not significant at the .95 confidence level. This results rejects the null hypothesis for hypothesis 4 (H4).

Summary: The overall SERVQUAL scores, both weighted and unweighted, for the Total Sample, the two main groups and the two sets of sub-groups were all negative. The degree of the differences between the perceived level of service and the expected level of service varied between the two groups. The Active Duty club members expressed a higher difference than the Other group of club members.

The greatest difference between perceptions and expectations was for the reliability dimension. The Officers' Club has not been able to deliver on its promises to the club member. The high negative score on this dimension indicates that the Officers club is not meeting the core/basic needs and expectations of the club member.

Problem Resolution

The data for this section is located in Appendix I. A summary of the mean Expectation and Perception scores for the five dimensions is located in Table 10. Additional data is located in Tables 11-13. T-Test computations for significance are located in Appendix H.

Many factors influence the manner to which customers perceive the level of service. In an attempt to identify one of these factors, the club members were asked whether they had experienced a recent service problem. If the club member answered yes, they were then asked whether they felt their problem was satisfactorily resolved.

In most cases, if the club member had experienced a service problem, the perceptions of service quality would be adversely affected. For the most part, business are better off when there are no problems however, mistakes do happen and its up to the business to satisfy the customers as quickly and convenient as possible.

Table 10: Summary of Problem Resolution Expectation/Perception Scores

EXPECTATIONS

	Tangible	Reliable	Response	Assure	Empathy	Avg
No/P	5.21	6.27	6.05	6.13	5.86	5.91
Yes/P	5.20	6.57	6.37	6.20	5.95	6.06
Sat	5.29	6.59	6.35	6.16	6.01	6.08
UnSat	5.11	6.54	6.39	6.17	5.90	6.02

PERCEPTIONS

	Tangible	Reliable	Response	Assure	Empathy	Avg
No/P	6.04	5.42	5.56	5.74	5.09	5.60
Yes/P	5.92	4.53	4.65	4.93	4.10	4.83
Sat	5.89	4.95	4.85	5.13	4.43	5.05
UnSat	5.95	4.10	4.44	4.73	3.79	4.73

No/P - No Service problem
Yes/P - Yes Service Problem
Sat - Yes Service Problem, Satisfied with Problem Resolution
UnSat - Yes Service Problem, Unsatisfied with Problem Resolution

From the study, 50 club members stated they had experienced a recent service problem at the Officers' club. This number was comprised of about 20 percent of the members with the four sub-groups. There was not a dominant group of club members who had experienced a recent service problem.

The club members who had experienced a recent service problem, 25 or 50 percent said the problem was resolved satisfactorily. This means that there were 25 club members whose problems were not resolved to their satisfaction. This is the worst case because, those who have experienced a negative service encounter will normally tell other club members about it. The result is negative word-of-mouth advertising. The low number of club members who would not recommend the club to a non-member forced the elimination of this area.

The SERVQUAL scores between those who did not have a recent service problem compared with the club members who did experience a recent service problem produced expected results. The two groups had similar expectation levels but the differences were significant at the .95 confidence level for the outcome dimension reliability.

The majority of the differences between the perceptions scores were significant at the .95 confidence level. The three questions within the tangible dimension and one question in the empathy dimension produced similar perception scores. The club members who had experienced a recent service problem had considerably lower perceptions scores than the club members who had not experienced a service problem. This result was expected and is consistent with previous SERVQUAL research.

In analyzing whether the problem was resolved to the members satisfaction, the findings produced expected results. The differences for the reliability dimension were significant at the .95 confidence level along with the majority of the questions within the empathy dimension. When the club member perceived the problem to be resolved to their satisfaction, the perception scores were higher than the club member's whose problem was not resolved to their satisfaction. The

The ability of the Officers' club to resolve service problems in a satisfactory manner is paramount. The extremely low overall SERVQUAL scores indicate that the club member is not forgiving if the service problem is not resolved to their satisfaction. The importance of the reliability amongst the five dimensions rejects the null hypothesis from hypothesis 5 (H5).

Table 11: Problem Resolution: Relative Importance of SERVQUAL Dimensions when Club Members Allocate 100 Points

	Tangible	**Reliable**	**Response**	**Assurance**	**Empathy**
No Problem	21	24	22	18	17
Yes Problem	20	24	22	17	18
Satisfied	19	25	22	18	17
Unsatisfied	20	26	22	16	16

Table 12: Problem Resolution SERVQUAL Scores: Unweighted and Weighted (Perception - Expectation)

Unweighted

	Tangible	Reliable	Response	Assure	Empathy	Avg
No/P	0.78	-0.85	-0.59	-0.44	-0.72	-0.36
Yes/P	0.72	-2.03	-1.72	-1.27	-1.85	-1.23
Sat	0.61	-1.64	-1.50	-1.04	-1.58	-1.03
UnSat	0.84	-2.44	-1.95	-1.50	-2.14	-1.44

Weighted

	Tangible	Reliable	Response	Assure	Empathy	Avg
No/P	0.18	-0.25	-0.18	-0.11	-0.17	-0.11
Yes/P	0.15	-0.37	-0.24	-0.14	-0.24	-0.17
Sat	0.33	-0.38	-0.26	-0.16	-0.25	-0.18
UnSat	0.15	-0.32	-0.22	-0.11	-0.21	-0.14

No/P - No Service Problem
Yes/P - Yes Service Problem
Sat - Yes Service Problem, Satisfied with Problem Resolution
UnSat - Yes Service Problem, Unsatisfied with Problem Resolution

Table 13: Problem Resolution: Overall Service Quality (OSQ)

(Scale 1-10)

Club Member	OSQ Rating	Standard Deviation
No Problem	7.7	1.6
Yes Problem	6.0	1.9
Satisfied	6.6	1.7
Unsatisfied	5.4	1.9

CHAPTER V

CONCLUSION AND FUTURE IMPLICATIONS

Introduction

The quality issue and the service issue can no longer be treated as separate entities in today's business environment. There is no point in producing or delivering a quality product or service if there are no customers. And there is no point in providing a multitude of additional amenities if it restricts the firm from making a profit. The only real significance in business is delivering a product or service that provides customer value.

By consistently providing customer value, the firm has the opportunity to win the customer's loyalty. To determine what customer value is, the firm must implement a service quality process that continuously monitors the customer's changing expectations. This will enable the firm to alter its service delivery to not only meet expectations but exceed them as well.

The key to success in today's hotly contested marketplace is through service quality. Only through service quality will a firm be able to distinguish itself from the almost homogeneous competition.

Service quality research is a never ending journey because customers, competition, and the business environment are always in a constant stage of change. The continuous process of improving service quality requires vision, creativity, flexibility, commitment, and leadership. Without these, most service quality improvement programs will go astray from its intended purpose.

Conclusion

The review of the literature supports the notion that customers evaluate service quality by comparing their perceptions of the service with their expectations. It has been widely speculated that the level of customer expectations has risen and will continue to increase in the future.

The research for this study has been focused entirely on the club member's perception of service quality at the Nellis AFB Officers' Open Mess. This approach is particularly relevant to an Officers' club because all the answers to its financial success rests with the actions "purchases" from the individual club member.

Expectations.

In this study, the Active Duty club members and the Other group of club members exhibited similar expectations regarding the level of service that should be provided. This was also true between the two sub-groups of club members within the two major groups identified above.

The overall expectation score from both groups was almost 6.0 on a scale of 1-7, where 7 was labeled as absolutely essential. The SERVQUAL scores emphasize that the club members have relatively high expectations for service quality for the Officers' Club. With such high expectations, it may be too costly for the club to meet, let alone exceed expectations.

The high expectation score may have been influenced by the current changes in some of the Officers' Club operating procedures. One key factor may be price. The club has had to raise prices in the bar, the dining room, and the monthly dues to cover higher operating expenses. What the club member may be saying here is that the more they pay (higher prices), the better the service should be. This under scores the concept that the club member should be getting what they pay for.

Overall, the club member is paying $216 ($18 per month x 12 months) a year for dues, and expects the club to provide the basics delivered at a level they believe is commensurate with the price they pay. The Officers' club can capitalize on this feeling by consistently delivering the basic level of service the club members believe they are buying.

The Officers' club may have to educate the club member on certain policies and procedures which may have influenced their expectations. Any time there is a price increase, the club member should be informed on why this happened. This will assist in building a feeling of trust between the club and the individual club members. The Officers' Club staff must play fair and listen to the expectations and concerns expressed by the club members.

The hierarchy of service quality expectations regarding the Officers' club indicates the importance of providing the service right the first time. The outcome dimension of reliability represents the core of the service delivery. It is the "cog" which relationships are built on. This may account for its higher scores and indicate that the position of the club member's zone of tolerance is small compared to the higher level of adequate and desired levels of service.

There may be at least three possible reasons for the rise in the *adequate and* desired level of expected service. First, the club members experience may have caused higher service expectations. As the club member has gotten older, their tolerance level for mistakes make have decreased over time. In addition, the Active Duty club members and the Retired club members have had the opportunity to visit other clubs. They may be setting expectations based on previous personal experiences they have observed from other Officers' clubs.

The second possible reason for the higher expected level of reliable service is influenced by today's business environment which has affected the individual club member's decision making process. The increase in fast, reliable service, the just-in-time inventory methodology, the total quality management programs, and the doing more with less mentality, have forced individual expectation levels to rise accordingly.

The third possible reason, and maybe the most important, for the higher level of reliable service is the number of competing operations available to the club member. The Officers' club has to compete with the multitude of quality foodservice operations within the greater Las Vegas metropolitan area for the club member's service.

Perceptions.

The terms of perceptions, however, the Other club members generally found the level of service more favorably than the Active Duty club members by considerable margins. The perceptual differences regarding the level of service indicates that the two groups may be using different sets of criteria or Customer Report Cards in their evaluation process of service delivery. The Other club members' ability to forgive the club if there is a mistake may be higher than that of the Active Duty club member.

Again, the same can be said regarding the sub-groups of club members. Within the two sub-groups, the more experienced club members, Field Grade Officers and the Retirees, perceived the level of service to be lower compared to the younger club members.

The fact that perceptions were lower then expectations coincides with the results obtained by Parasuraman et al., that regardless the business industry, perceptions have consistently trailed behind expectations by almost one full point. They concluded that given today's current level of service quality, if a firm can just meet expectations, that it may portray an image of excellence. This image of excellence will only last until the competition begins to meet the same level of expectations.

The lower perception scores for the reliability dimension may solidify the argument that with experience comes a higher level of adequate and desired service levels. The older, more experienced club members seemed less willing to compromise on the reliability dimension. The club member expects the Officers Club to do what they are supposed to do. They expect performance, not broken promises. In essence, the Officers' Club is supposed to be faithful and trustworthy and provide the service they promised to deliver. From the club member's perspective, the proof of a service is its error-free execution.

The Officers' Club can benefit by meeting the promises the they can deliver. A reliable firm has the opportunity to build upon its reputation through positive word-of-mouth advertising, increased customer loyalty, more business from current customers, the ability to attract and keep the best employees, and a premium price for its products. This also impacts positively through increased operational effectiveness and efficiency.

In order to narrow the differences between perceptions and expectations for not only the reliability dimension but the other four as well, the Officers' Club should examine its service delivery process. The recommended method for this is service blueprinting.

A service blueprint provides a visual representation of the entire service delivery process and assists in identifying potential fail points within the system. The service blueprint can also be used as a training and motivational tool for the club employee. The club employee can see where they are in relation to the total system and develop techniques on how they can improve service to the club member.

The four process dimensions: *tangibles*, *responsiveness*, assurance, and empathy, are the Officers' Club windows of opportunity to surprise the club member and exceed their expectations. This is normally done during service delivery. It is during the delivery process where the club employee can complement the basic level of service. This is where the Officers' club can differentiate itself from the competition. This is essential when service failures occur.

The true test of the Officers' club's commitment to service quality and the club member is during the service recovery phase. A failure during the service delivery phase presents a golden opportunity for the Officers' club to demonstrate how far they are willing to go to please the disgruntled club member. Leveraging the process dimensions to secure a satisfactory service encounter is a step in the right direction.

Leveraging the process dimensions is directly related to Albrecht and Zemke's internal service triangle where the organizational chart is turned upside down. The emphasis is now on the relationship between the club member and the club employee.

The club staff is concentrating on the internal marketing techniques which places them in a supporting or coaching mode. They are responsible for providing the training, information, and authority down to the lowest level. The club employee is now empowered to handle all activities which in turn, may enhance their self-esteem and encourage them to go the extra mile to create a pleasing and rewarding experience.

The results from the study indicate that only the tangible dimension received a positive overall SERVQUAL score. The new facility has brought a sense of pride and appreciation to the club members. They now envision "their" club as a show place and are eager to show it off to non-members. However, the scores may be somewhat biased because of the newness of the facility in comparison to the previous Officers' club.

The other three process dimensions (responsiveness, assurance, and empathy) are areas where the Officers' club can improve upon its service delivery. These three dimensions are concerned with the club employee staff and their ability to convey a more personalized, carrying, and knowledgeable attitude towards the club member.

The negative SERVQUAL scores for these dimensions incur a somewhat cold and indifferent attitude or relationship between the club member and employee. The club member may want a more personalized relationship between themselves and the club staff. This was addressed on several occasions in the comments provided from the club members (See Appendix).

A reason for the relatively high negative score for the empathy dimension concerns the current operating hours. In order to cut expenses, the club was forced to curtail its hours of operation. This resulted in the club being closed on weekends except for special occasions. The club member may have perceived the cuts as being in favor of management instead of themselves.

The overall negative SERVQUAL score indicates a potentially dangerous position for the Officers club. Even though, the Officers' club received a separate favorable overall rating from the club members, they are not meeting the needs and expectations of the club member. If this trend continues, the Officers' Club could be faced with a high defection rate of club members.

The defection rate is very important for the Other group of club members. These club members are permanent residents and are not moving from base to base every two to four years like the Active Duty club members. With this in mind, the Officers Club should develop a program specifically tailored to the needs and expectations of the Other group of club members. The stability factor and the lower overall SERVQUAL scores indicate a requirement for this.

Future Implications

This study represents a single snap shot in time or a specific Moment of Truth between the Officers' Club and the club member. What must be done by the Officers' Club is to use the quantitative information obtained from this study as a starting point in tracking the trends and patterns of its club members. Without a tracking system, the Officers' Club could not determine whether the programs they have instituted are working to improve service quality.

The quantitative information presented in this study on the Nellis AFB Officers' Club has helped to identify the extent of the club member's service quality gap. It provides the Officers' Club management with a big picture from the club members perspective.

However, the quantitative information does not go far enough in identifying the specifics behind the club member's responses. In order to capture the reasons or factors which influenced the responses, qualitative research must be incorporated.

The use of quantitative and qualitative is essential in conducting service quality research. Qualitative information can be obtained trough club member focus groups, informal conversations with club members, and actual observations through the use of a mystery shopper program. Quantitative research provides the hard data while qualitative data allows management to interpret the data from the club members perspective.

This study was concerned with Gap 5 "differences between the club members perception and expectation of service quality." Parasuraman et al., have stated that the Gap 5, the customer-based measure, is a function of the organizational gaps (Gaps 1-4).

The Officers' Club should begin an examination of the organizational gaps to determine which areas had the most influence on the club member. Then they can begin the process of narrowing the gap between the club members perception and expectation of service quality.

Gap 1 examines the differences between the club member's expected level of service and what management perceives are the expected levels of service. Previous SERVQUAL research has shown that management will perceive the level of service to be higher than that of the customer.

Gap 2 continues to examine managements perceived level of service by comparing it to the performance standards they are measuring. Studies have shown that management has difficulty in translating the customers expectations into meaningful performance standards.

Gap 3 builds upon the need for measurable performance standards by examining whether the employees performance is being measured and the method used during the data gathering process. Many problems arise because firms are measuring the wrong things and fail to provide adequate resources for the employees.

Gap 4 examines the discrepancy between service delivery and external communications. Club members forms expectations from a variety of external sources. The officers' club needs to look at the information and the policies and procedures to determine whether they are producing the intended message.

The only avenue for the Officers' Club to compete for the club member's discretionary funds is through a process of continuous service quality improvement. This will allow them to compete within the expanding Las Vegas marketplace.

The Officers' Club faces continuous challenges that are unique to its surrounding. By taking a proactive and systematic approach in understanding the individual club member's needs and expectations, they can begin the process of designing and delivering a quality product. Once this process has been completed, the Officers Club can begin the progression of long-term financial stability.

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APPENDIX A

Summary of Deming, Crosby, and Juran's Main Points

W. EDWARDS DEMING'S 14 POINTS

1. Create constancy of purpose toward improvement of product and service.
2. Adopt the new philosophy. We can no longer live with commonly accepted levels of delays, mistakes, defective materials, and defective workmanship.
3. Cease dependence on mass inspection. Require instead statistical evidence that quality is built in.
4. End the practice of awarding business on the basis of price tag.
5. Find problems. It is management's job to work continually on the system.
6. Institute modern methods of training on the job.
7. Institute modern methods of supervision of production workers. The responsibility of foremen must be changed from numbers to quality.
8. Drive out fear, so that everyone may work effectively for the company.
9. Break down barriers between departments.
10. Eliminate numerical goals, posters, and slogans for the work force, asking for new levels of productivity without providing methods.
11. Eliminate work standards that prescribe numerical quotas.
12. Remove barriers that stand between the hourly worker and his right to pride in workmanship.
13. Institute a vigorous program of education and retraining.
14. Create a structure in top management that will push every day on the above 13 points.

PHILIP B. CROSBY'S 14 POINTS

1. Make it clear that management is committed to quality.
2. Form quality improvement teams with representatives from each department.
3. Determine where current and potential quality problems lie.
4. Evaluate the quality awareness and personal concern of all employees.
5. Raise the quality awareness and personal concern of all employees.
6. Take actions to correct problems identified through previous steps.
7. Establish a committee for the zero defects program.
8. Train supervisors to actively carry out their part of the quality improvement program.
9. Hold a "zero defects day" to let all employees realize that there has been a change.
10. Encourage individuals to establish improvement goals for themselves and their groups.
11. Encourage employees to communicate to management the obstacles they face in attaining their improvement goals.
12. Recognize and appreciate those who participate.
13. Establish quality councils to communicate on a regular basis.
14. Co it all over again to emphasize that the quality improvement program never ends.

JOSEPH M. JURAN'S 10 POINTS

1. Build awareness of the need and opportunity for improvement.
2. Set goals for improvement.
3. Organize to reach the goals (establish a quality council, identify problems, select projects, appoint teams, designate facilitators).
4. Provide training.
5. Carry out projects to solve problems.
6. Report progress.
7. Give recognition.
8. Communicate results.
9. Keep score.
10. Maintain *momentum* by making annual improvement part of the regular systems and processes of the company.

APPENDIX B

QUESTIONNAIRE

WIN A FREE DINNER AT THE OFFICERS' CLUB

GRAND PRIZE: DINNER FOR 4
SECOND PRIZE: DINNER FOR 2 THIRD PRIZE: DINNER FOR 2

Winners will be determined by random drawing of names from the completed survey. All winners will be notified by February 26, 1993.

ODDS OF WINNING ARE APPROXIMATELY 1 IN 300!

Dear Member,

I am conducting this survey as part of my graduation requirement at the William F. Harrah College of Hotel Administration at the University Of Nevada, Las Vegas, on behalf of the Nellis Air Force Base Officers' Club. The purpose of this survey is to assess service quality shortfalls and strengths as it pertains to the Officers' Club. The results of this survey will benefit the club and its members by making it more competitve through better service. Your time is valuable, so I have deliberately designed the survey to take no more than 10 minutes to complete.

In today's competitive environment, it is essential to adopt a true customer orientation by delivering excellent service. To achieve this, it is important that I receive a completed survey from you. As an incentive to complete the survey, your name will be placed in a random drawing for one of the three prizes described above. Chances of winning one of the three prizes are approximately 1 in 300.

In order to ensure that all information remains confidential, please return the completed survey in the enclosed prepaid envelope and mail it directly to Captain Brian Campbell. Please return the completed survey no later than **January 15, 1993.**

If you have any questions, please do not hesitate to contact me at my home at (702)222-0294. I thank you for your valuable time and effort in completing the survey.

Sincerely,

BRIAN D. CAMPBELL, Captain, USAF
Graduate Student, UNLV

Directions: The following questions (1-4) are designed to gather general information regarding your patronage of the Nellis AFB Officers' Club.

1. How long have you been a member of the Nellis Officers' Club? Please write in the answer in the space provided.

____ Year(s) ____ Month(s)

2. Approximately how many times do you eat in the dining room at the Nellis AFB Officer's Club in a typical month? Please write down the number for each meal period.

____ Lunch ____ Dinner/Supper

3. What day(s) of the week do you normally eat dinner in the dining room at the Nellis AFB Officers' Club? Please check all that apply.

____ Monday ____ Tuesday ____ Wednesday ____ Thursday ____ Friday
____ Saturday ____ Sunday ____ Never

4. Overall, what is your impression of the service being provided by the Nellis AFB Officers' Club?

	Extremely Negative				Extremely Positive		
Barber Shop	1	2	3	4	5	6	N/A
Cashier's Cage	1	2	3	4	5	6	N/A
Dining Room	1	2	3	4	5	6	N/A
Banquet Room	1	2	3	4	5	6	N/A
Bar	1	2	3	4	5	6	N/A

Directions: Based on your experiences as a member of the Nellis AFB Officers' Open Mess (OOM), please think about the type of Officers' Club that would deliver excellent quality service. Think about the kind of Officers' Club with which you would be pleased to do business. Please show the extent to which you think such a Officers' Club would possess the feature described by each statement. If you feel a feature is **not at all essential** for the excellent Officers' Club you have in mind, circle the number "1". If you feel the feature is **absolutely essential**, circle "7". If you have mixed feelings, circle one of the other numbers. There are no right or wrong answers - all I am interested in is a number that truly reflects your opinion of Officers' Clubs that would deliver excellent quality service.

		Not at all Essential					Absolutely Essential	
5.	Excellent Officers' Clubs will have modern looking equipment.	1	2	3	4	5	6	7
6.	The physical facilities at excellent Officers' Clubs will be visually appealing.	1	2	3	4	5	6	7
7.	Employees of excellent Officers' Clubs will be neat-appearing.	1	2	3	4	5	6	7
8.	Materials associated with the service (such as pamphelets or statements) will be visually appealing in an excellent Officers' Club.	1	2	3	4	5	6	7
9.	When excellent Officers' Clubs promise to do something by a certain time/date, they will do so.	1	2	3	4	5	6	7

		Not at all Essential						Absolutely Essential
10.	When members have a problem, excellent Officers' Clubs will show a sincere interest in it.	1	2	3	4	5	6	7
11.	Excellent Officers' Clubs will perform the service right the first time.	1	2	3	4	5	6	7
12.	Excellent Officers' Clubs will provide their services at the time/date they promise to do so.	1	2	3	4	5	6	7
13.	Excellent Officers' Clubs will insist on error-free records.	1	2	3	4	5	6	7
14.	Employees of excellent Officers' Clubs will tell members exactly when services will be performed.	1	2	3	4	5	6	7
15.	Employees of excellent Officers' Clubs will give prompt service to members.	1	2	3	4	5	6	7
16.	Employees of excellent Officers' Clubs will always be willing to help members.	1	2	3	4	5	6	7
17.	Employees of excellent Officers Clubs will never be too busy to respond to member requests.	1	2	3	4	5	6	7
18.	The behavior of employees of excellent Officers' Clubs will instill confidence in members.	1	2	3	4	5	6	7
19.	Members of excellent Officers' Clubs will feel safe in their transactions.	1	2	3	4	5	6	7
20.	Employees of excellent Officers' Clubs will be consistently courteous toward members.	1	2	3	4	5	6	7
21.	Employees of excellent Officers' Clubs will have the knowledge to answer member questions.	1	2	3	4	5	6	7
22.	Excellent Officers' Clubs will give members individual attention.	1	2	3	4	5	6	7
23.	Excellent Officers' Clubs will have operating hours convenient for all members.	1	2	3	4	5	6	7
24.	Excellent Officers' Clubs will have employees who give members personal attention.	1	2	3	4	5	6	7
25.	Excellent Officers' Clubs will have the members' best interests at heart.	1	2	3	4	5	6	7
26.	The employees of excellent Officers' Club will understand the specific needs of members.	1	2	3	4	5	6	7

Directions: The following set of statements relate to your feelings about the Nellis AFB Officers' Club's service. For each statement, please show the extent to which you believe the Nellis AFB Officers' Club has the feature described by the statement. Once again, circling a "1" means you **strongly disagree** that the Nellis AFB Officers' Club has that feature, and circling a "7" means you **strongly agree** that the Nellis AFB Officers' Club has that feature. You should circle another number if you have mixed feelings. There are no right or wrong answers - all we are interested in is a number that best shows your perceptions about the Nellis AFB Officers' Club's service.

		Strongly Disagree						Strongly Agree
27.	The Nellis AFB Officers' Club has modern-looking equipment.	1	2	3	4	5	6	7
28.	The Nellis AFB Officers' Club's physical facilities are visually appealing.	1	2	3	4	5	6	7
29.	The Nellis AFB Officers' Club employees are neat appearing.	1	2	3	4	5	6	7
30.	Materials associated with the service (pamphelets or statements) are visually appealing at the Nellis AFB Officers' Club.	1	2	3	4	5	6	7
31.	When the Nellis AFB Officers' Club promises to do something by a certain time/date, it does so.	1	2	3	4	5	6	7
32.	When you have a problem, the Nellis AFB Officers' Club shows a sincere interest in solving it.	1	2	3	4	5	6	7
33.	The Nellis AFB Officers' Club performs the service right the first time.	1	2	3	4	5	6	7
34.	The Nellis AFB Officers' Club provides its services at the time it promises to do so.	1	2	3	4	5	6	7
35.	The Nellis AFB Officers' Club insists on error-free records.	1	2	3	4	5	6	7
36.	Employees of the Nellis AFB Officers' Club tell you exactly when services will be performed.	1	2	3	4	5	6	7
37.	Employees of the Nellis AFB Officers' Club give you prompt service.	1	2	3	4	5	6	7
38.	Employees of the Nellis AFB Officers' Club are always willing to help you.	1	2	3	4	5	6	7
39.	Employees of the Nellis AFB Officers' Club are never too busy to respond to your requests.	1	2	3	4	5	6	7
40.	The behavior of employees of the Nellis AFB Officers' Club instills confidence in members.	1	2	3	4	5	6	7

		Strongly Disagree						Strongly Agree
41.	You feel safe in your transactions with the Nellis AFB Officers' Club.	1	2	3	4	5	6	7
42.	Employees of the Nellis AFB Officers' Club are consistently courteous toward you.	1	2	3	4	5	6	7
43.	Employees of the Nellis AFB Officers' Club have the knowledge to answer your questions.	1	2	3	4	5	6	7
44.	The Nellis AFB Officers' Club gives you individual attention.	1	2	3	4	5	6	7
45.	The Nellis AFB Officer's Club has Operating hours convenient for members.	1	2	3	4	5	6	7
46.	The Nellis AFB Officers' .Club has employees who give you personal attention.	1	2	3	4	5	6	7
47.	The Nellis AFB Officers' Club has best interests at heart.	1	2	3	4	5	6	7
48.	Employees of the Nellis AFB Officers' Club understand your specific needs.	1	2	3	4	5	6	7

49. Please rate the overall service quality of the Nellis AFB Officers' Club on the scale provided below. If you feel the overall service quality is **extremely poor**, circle the number **"1"**. If you feel it is **extremely good**, please circle the number **"10"**. If your feelings are less definitive please circle the appropriate number. There is no right or wrong answer - all we are interested in is a number that truly reflects your opinion of the Nellis Officers' Club's overall measure of service quality.

Extremely Poor									Extremely Good
1	2	3	4	5	6	7	8	9	10

Directions: Listed below are five features pertaining to Officers' Clubs and the services they provide. I would like to know how **important** each of these features is to **you** when you evaluate an Officers' Club's quality of service. Please allocate a total of 100 points among the five features **according to how important each feature is to you** - the more important a feature is to you, the more points you should allocate to it. Please ensure that the points you allocate to the five features add up to 100.

50. The appearance of the Officers' Club's physical facilities, equipment, personnel, and communications materials. _____

51. The ability of the Officers' Club to perform the promised service dependably and accurately. _____

52. The willingness of the Officers' Club to help members and provide prompt service. _____

53. The knowledge and courtesy of the Officers' Club employees and their ability to convey trust and confidence. _____

54. The caring, individualized attention the Officers' Club provides its members. _____

TOTAL POINTS ALLOCATED **100**

Directions: The purpose of the following questions is to determine how well the Nellis AFB Officers' Club is at solving members' service problems. Please read each question carefully.

55. Have you experienced a recent service problem with the Officers' Club?

____ Yes ____ No

If you answered **"NO"** to the previous question, please skip the next two (2) questions and continue on to the next section, questions 58-64.

56. Was the problem resolved to your satisfaction?

____ Yes ____ No

57. Would you recommend the Officers' Club to a friend or non-member?

____ Yes ____ No

Directions: The purpose of the following questions (58-64) is to gather some basic demographic information to help me classify the survey responses. As already noted, all information will be confidential and be used only for statistical purposes. Please check the appropriate category for each question.

58. Do you own or rent your primary home? If you live in base housing, please mark "other".

____ Own ____ Rent ____ Other

59. Please indicate your gender.

____ Male ____ Female

60. Please describe your household. Check only one category.

____ Single male ____ Single Female
____ Married Couple ____ Unmarried Couple
____ Other (please specify ____________)

61. Do you have any children under 18 years of age living in your home?

____ No ____ Yes

If "Yes", please list their ages ___ ___ ___ ___

62. Please list the age of yourself and partner (if applicable) in the space provided below.

Yourself ______ Partner ______

63. Please list your current grade in the space provided below.

______ ____ Retired ____ Other

Directions: The purpose of the following question is to allow you to express your opinion of the service quality at the Officers' Club. This is voluntary and does not have to be completed.

65. What is your opinion of the service quality at the Officers' Club. Are there any improvements you would like to see made?

____
____
____
____
____
____
____
____
____

Name:____________________________________

Address:______________________City:____________

State:________ Zip:______________Club Card #:____________

Phone:(______)________________

Capt Brian D. Campbell

2301 Redwood St Apt # 3603

Las Vegas, NV 89102

APPENDIX C

Demographic Information

Age Distribution: Club Member/Partner (Q63)

TOTAL SAMPLE (n = 276)

	-30	31-35	36-40	41-45	46-50	51-55	56-60	61+
Mem	31	48	28	28	31	23	25	56
Part	29	28	24	26	36	15	20	35
Total	60	76	52	54	67	38	45	91
Mem %	52	63	54	52	46	61	56	62
Part%	48	37	46	48	54	39	44	38

ACTIVE DUTY (n = 127)

	-30	31-35	36-40	41-45	46-50	51-55	56-60	61+
Mem	31	41	25	12	10	3	0	0
Part	29	23	18	10	6	1	0	0
Total	60	64	43	22	16	4	0	0
Mem %	52	64	58	55	63	75	0	0
Part%	48	36	42	45	38	25	0	0

OTHERS (n = 149)

	-30	31-35	36-40	41-45	46-50	51-55	56-60	61+
Mem	0	7	3	16	21	20	25	56
Part	0	5	6	16	30	14	20	35
Total	0	12	9	32	51	34	45	91
Mem %	0	58	33	50	41	59	56	62
Part%	0	42	67	50	59	41	44	38

APPENDIX D

Miscellaneous Data

Day(s) of the Week Eat Dinner in the Dining Room (Q3).

TOTAL SAMPLE (n = 276)

	MON	TUE	WED	THU	FRI	N/A
Total Sample	19	39	58	42	71	141
Active Duty	10	13	19	13	32	76
Field Grade	6	4	11	5	14	30
Company Grade	4	9	8	8	18	46
Others	9	26	39	29	39	65
Retirees	6	20	36	25	33	51
Civilian/Honorary	3	6	3	4	6	14

Overall Impression of the Service being Provide in the various Sections within the Officers' Club (Scale 1-6) (Q4)

	Barber Shop	Cashier Cage	Dining Room	Banquet Room	Bar
Total Sample	5.54	5.05	4.56	4.57	4.63
Active Duty	5.56	4.88	4.24	4.20	4.40
Field Grade	5.70	4.78	4.22	4.24	4.53
Company Grade	5.47	4.94	4.26	4.16	4.32
Others	5.51	5.22	4.81	4.93	4.82
Retirees	5.51	5.22	4.81	4.94	4.76
Civil/Honor	5.30	5.30	4.86	4.79	5.10

APPENDIX E

Expectations

Total Sample (n = 276)

Variables	Mean	SD
Tangibles:		
Q5 Expect modern-looking equipment	4.45	1.60
Q6 Expect physical facilities visually appealing	5.49	1.22
Q7 Expect employees to appear neat	6.15	0.90
Q8 Expect material visually appealing	4.92	1.39
Mean for tangible dimension	5.25	0.64
Reliability:		
Q9 Expect promises to be kept	6.41	0.81
Q10 Expect sincere interest to problems	6.49	0.80
Q11 Expect service right the first time	6.36	0.80
Q12 Expect services to be provided at specified time/date promised	6.42	0.85
Q13 Expect error-free records	6.11	1.01
Mean for reliability dimension	6.36	0.13
Responsibility:		
Q14 Expect employees to tell when services will be performed	6.03	1.00
Q15 Expect employees to provide prompt service	6.37	0.77
Q16 Expect employees to help members	6.32	0.85
Q17 Expect employees will never to busy to respond to member requests	6.02	0.94
Mean for responsibility dimension	6.19	0.16
Assurance:		
Q18 Expect employees to instill confidence	6.11	0.99
Q19 Expect safety with transactions	6.31	0.99
Q20 Expect courteous employees	6.46	0.73
Q21 Expect employees to have knowledge to answer questions	5.79	0.93
Mean for assurance dimension	6.17	0.25
Empathy:		
Q22 Expect individualized attention	5.67	1.06
Q23 Expect convenient operating hours	6.00	1.00
Q24 Expect employees to give personalized attention	5.69	1.12
Q25 Expect to have members' best interests	6.32	0.86
Q26 Expect employees to understand specific needs of members	5.92	0.97
Mean for empathy dimension	5.92	0.24
Overall Expectations Score	5.97	0.39

Expectation

Active Duty (n = 127)

Variables	Mean	SD
Tangibles:		
Q5 Expect modern-looking equipment	4.06	1.52
Q6 Expect physical facilities visually appealing	5.19	1.32
Q7 Expect employees to appear neat	5.99	0.89
Q8 Expect material visually appealing	4.73	1.48
Mean for tangible dimension	4.99	0.70
Reliability:		
Q9 Expect promises to be kept	6.42	0.80
Q10 Expect sincere interest to problems	6.47	0.75
Q11 Expect service right the first time	6.45	0.75
Q12 Expect services to be provided at specified time/date promised	6.33	0.87
Q13 Expect error-free records	5.98	1.18
Mean for reliability dimension	6.33	0.18
Responsibility:		
Q14 Expect employees to tell when services will be performed	5.86	1.08
Q15 Expect employees to provide prompt service	6.39	0.77
Q16 Expect employees to help members	6.35	0.82
Q17 Expect employees will never to busy to respond to member requests	6.01	1.03
Mean for responsibility dimension	6.15	0.23
Assurance:		
Q18 Expect employees to instill confidence	6.01	0.99
Q19 Expect safety with transactions	6.16	1.08
Q20 Expect courteous employees	6.43	0.75
Q21 Expect employees to have knowledge to answer questions	5.74	0.94
Mean for assurance dimension	6.08	0.25
Empathy:		
Q22 Expect individualized attention	5.67	1.06
Q23 Expect convenient operating hours	5.98	0.94
Q24 Expect employees to give personalized attention	5.66	1.12
Q25 Expect members' best interests	6.30	0.80
Q26 Expect employees to understand needs of members	5.91	0.96
Mean for empathy dimension	5.90	0.24
Overall Expectations Score	5.89	0.47

Expectation

Others (n = 149)

Variables	Mean	SD
Tangibles:		
Q5 Expect modern-looking equipment	4.78	1.57
Q6 Expect physical facilities visually appealing	5.75	1.07
Q7 Expect employees to appear neat	6.28	0.89
Q8 Expect material visually appealing	5.09	1.29
Mean for tangible dimension	5.47	0.58
Reliability:		
Q9 Expect promises to be kept	6.39	0.82
Q10 Expect sincere interest to problems	6.48	0.86
Q11 Expect service right the first time	6.27	0.87
Q12 Expect services to be provided at specified time/date promised	6.48	0.84
Q13 Expect error-free records	6.20	0.84
Mean for reliability dimension	6.36	0.11
Responsibility:		
Q14 Expect employees to tell when services will be performed	6.16	0.90
Q15 Expect employees to provide prompt service	6.36	0.76
Q16 Expect employees to help members	6.29	0.87
Q17 Expect employees will never to busy to respond to member requests	6.03	0.86
Mean for responsibility dimension	6.21	0.13
Assurance:		
Q18 Expect employees to instill confidence	6.19	0.98
Q19 Expect safety with transactions	6.42	0.90
Q20 Expect courteous employees	6.47	0.77
Q21 Expect employees to have knowledge to answer questions	5.82	0.92
Mean for assurance dimension	6.23	0.26
Empathy:		
Q22 Expect individualized attention	5.65	1.07
Q23 Expect convenient operating hours	6.01	1.05
Q24 Expect employees to give personalized attention	5.71	1.10
Q25 Expect to have members' best interests	6.33	0.92
Q26 Expect employees to understand specific needs of members	5.92	0.98
Mean for empathy dimension	5.92	0.24
Overall Expectations Score	6.04	0.32

Expectation

Field Grade Officers (n = 52)

Variables	Mean	SD
Tangibles:		
Q5 Expect modern-looking equipment	3.94	1.63
Q6 Expect physical facilities visually appealing	5.25	1.30
Q7 Expect employees to appear neat	6.00	0.88
Q8 Expect material visually appealing	4.77	1.59
Mean for tangible dimension	4.99	0.75
Reliability:		
Q9 Expect promises to be kept	6.33	0.75
Q10 Expect sincere interest to problems	6.44	0.69
Q11 Expect service right the first time	6.44	0.80
Q12 Expect services to be provided at specified time/date promised	6.29	0.84
Q13 Expect error-free records	5.96	1.27
Mean for reliability dimension	6.29	0.18
Responsibility:		
Q14 Expect employees tell when services will be performed	5.89	0.97
Q15 Expect employees to provide prompt service	6.37	0.79
Q16 Expect employees to help members	6.33	0.85
Q17 Expect employees will never to busy to respond to member requests	5.98	1.05
Mean for responsibility dimension	6.14	0.21
Assurance:		
Q18 Expect employees to instill confidence	6.02	0.89
Q19 Expect safety with transactions	6.12	1.25
Q20 Expect courteous employees	6.39	0.86
Q21 Expect employees to have knowledge to answer questions	5.77	1.01
Mean for assurance dimension	6.07	0.22
Empathy:		
Q22 Expect individualized attention	5.67	1.16
Q23 Expect convenient operating hours	6.02	0.91
Q24 Expect employees to give personalized attention	5.71	1.21
Q25 Expect to have members' best interests	6.37	0.71
Q26 Expect employees understand specific needs of members	5.98	0.95
Mean for empathy dimension	5.95	0.25
Overall Expectations Score	5.89	0.46

Expectation

Company Grade Officers (n = 75)

Variables	Mean	SD
Tangibles:		
Q5 Expect modern-looking equipment	4.15	1.43
Q6 Expect physical facilities visually appealing	5.15	1.33
Q7 Expect employees to appear neat	5.99	0.90
Q8 Expect material visually appealing	4.71	1.40
Mean for tangible dimension	5.00	0.67
Reliability:		
Q9 Expect promises to be kept	6.48	0.82
Q10 Expect sincere interest to problems	6.49	0.79
Q11 Expect service right the first time	6.45	0.72
Q12 Expect services to be provided at specified time/date promised	6.36	0.89
Q13 Expect error-free records	6.00	1.12
Mean for reliability dimension	6.36	0.19
Responsibility:		
Q14 Expect employees to tell when services will be performed	5.84	1.14
Q15 Expect employees to provide prompt service	6.60	0.77
Q16 Expect employees to help members	6.37	0.80
Q17 Expect employees will never to busy to respond to member requests	6.03	1.02
Mean for responsibility dimension	6.16	0.24
Assurance:		
Q18 Expect employees to instill confidence	6.00	1.06
Q19 Expect safety with transactions	6.19	0.95
Q20 Expect courteous employees	6.45	0.66
Q21 Expect employees to have knowledge to answer questions	5.72	0.89
Mean for assurance dimension	6.09	0.27
Empathy:		
Q22 Expect individualized attention	5.67	0.98
Q23 Expect convenient operating hours	5.95	0.95
Q24 Expect employees to give personalized attention	5.63	1.06
Q25 Expect to have members' best interests	6.25	0.85
Q26 Expect employees understand specific needs of members	5.87	0.96
Mean for empathy dimension	5.87	0.23
Overall Expectations Score	5.90	0.48

Expectation

Retirees (n = 122)

Variables	Mean	SD
Tangibles:		
Q5 Expect modern-looking equipment	4.77	1.58
Q6 Expect physical facilities visually appealing	5.72	1.06
Q7 Expect employees to appear neat	6.27	0.86
Q8 Expect material visually appealing	5.07	1.32
Mean for tangible dimension	5.46	0.58
Reliability:		
Q9 Expect promises to be kept	6.36	0.82
Q10 Expect sincere interest to problems	6.49	0.86
Q11 Expect service right the first time	6.31	0.80
Q12 Expect services to be provided at specified time/date promised	6.46	0.80
Q13 Expect error-free records	6.25	0.80
Mean for reliability dimension	6.37	0.09
Responsibility:		
Q14 Expect employees to tell when services will be performed	6.16	0.87
Q15 Expect employees to provide prompt service	6.37	0.71
Q16 Expect employees to help members	6.30	0.84
Q17 Expect employees will never to busy to respond to member requests	6.05	0.83
Mean for responsibility dimension	6.22	0.12
Assurance:		
Q18 Expect employees to instill confidence	6.23	0.88
Q19 Expect safety with transactions	6.44	0.87
Q20 Expect courteous employees	6.49	0.69
Q21 Expect employees to have knowledge to answer questions	5.82	0.92
Mean for assurance dimension	6.24	0.26
Empathy:		
Q22 Expect individualized attention	5.70	1.98
Q23 Expect convenient operating hours	6.04	0.95
Q24 Expect employees to give personalized attention	5.72	1.04
Q25 Expect to have members' best interests	6.38	0.86
Q26 Expect employees understand specific needs of members	5.99	0.91
Mean for empathy dimension	5.97	0.25
Overall Expectations Score	6.05	0.33

Expectation

Civilian/Honorary (n = 27)

Variables	Mean	SD
Tangibles:		
Q5 Expect modern-looking equipment	4.78	1.50
Q6 Expect physical facilities visually appealing	5.78	1.07
Q7 Expect employees to appear neat	6.30	1.01
Q8 Expect material visually appealing	5.15	1.08
Mean for tangible dimension	5.50	0.55
Reliability:		
Q9 Expect promises to be kept	6.56	0.79
Q10 Expect sincere interest to problems	6.48	0.83
Q11 Expect service right the first time	6.15	1.11
Q12 Expect services to be provided at specified time/date promised	6.63	0.95
Q13 Expect error-free records	5.89	0.96
Mean for reliability dimension	6.34	0.28
Responsibility:		
Q14 Expect employees to tell when services will be performed	6.26	1.00
Q15 Expect employees to provide prompt service	6.33	0.98
Q16 Expect employees to help members	6.33	0.89
Q17 Expect employees will never to busy to respond to member requests	5.96	0.96
Mean for responsibility dimension	6.22	0.15
Assurance:		
Q18 Expect employees instill confidence	6.07	1.33
Q19 Expect safety with transactions	6.30	1.05
Q20 Expect courteous employees	6.41	1.06
Q21 Expect employees to have knowledge to answer questions	5.82	0.98
Mean for assurance dimension	6.15	0.23
Empathy:		
Q22 Expect individualized attention	5.44	1.40
Q23 Expect convenient operating hours	5.74	1.43
Q24 Expect employees to give personalized attention	5.34	1.36
Q25 Expect have members' best interests	6.04	1.17
Q26 Expect employees understand specific needs of members	5.59	1.19
Mean for empathy dimension	5.70	0.20
Overall Expectations Score	5.98	0.33

APPENDIX F

Perception

Total Sample (n = 276)

Variables	Mean	SD
Tangibles:		
Q27 Perceive modern-looking equipment	6.32	0.86
Q28 Perceive physical facilities visually appealing	6.54	0.75
Q29 Perceive employees to appear neat	5.95	0.83
Q30 Perceive material visually appealing	5.32	1.15
Mean for tangible dimension	6.03	0.46
Reliability:		
Q31 Perceive promises to be kept	5.31	1.22
Q32 Perceive sincere interest to problems	5.28	1.32
Q33 Perceive service right the first time	5.18	1.26
Q34 Perceive services to be provided at specified time/date promised	5.42	1.20
Q35 Perceive error-free records	5.32	1.31
Mean for reliability dimension	5.31	0.08
Responsibility:		
Q36 Perceive employees to tell when services will be performed	5.35	1.14
Q37 Perceive employees to provide prompt service	5.44	1.23
Q38 Perceive employees to help members	5.55	1.18
Q39 Perceive employees will never to busy to respond to member requests	5.19	1.25
Mean for responsibility dimension	5.38	0.14
Assurance:		
Q40 Perceive employees have confidence	5.38	1.20
Q41 Perceive safety with transactions	5.86	1.18
Q42 Perceive courteous employees	5.83	1.09
Q43 Perceive employees to have knowledge to answer questions	5.30	1.15
Mean for assurance dimension	5.59	0.25
Empathy:		
Q44 Perceive individualized attention	5.23	1.25
Q45 Perceive convenient operating hours	4.62	1.69
Q46 Perceive employees to give personalized attention	5.31	1.19
Q47 Perceive members' best interests	4.98	1.49
Q48 Perceive employees to understand specific needs of members	4.83	1.41
Mean for empathy dimension	4.99	0.25
Overall Perceptions Score	5.46	0.34

Perception

Active Duty (n = 127)

Variables	Mean	SD
Tangibles:		
Q27 Perceive modern-looking equipment	6.09	0.95
Q28 Perceive physical facilities visually appealing	6.34	0.85
Q29 Perceive employees to appear neat	5.83	0.80
Q30 Perceive material visually appealing	5.08	1.18
Mean for tangible dimension	5.84	0.47
Reliability:		
Q31 Perceive promises to be kept	4.98	1.27
Q32 Perceive sincere interest to problems	4.87	1.31
Q33 Perceive service right the first time	4.85	1.27
Q34 Perceive services to be provided at specified time/date promised	5.15	1.29
Q35 Perceive error-free records	4.95	1.34
Mean for reliability dimension	4.96	0.11
Responsibility:		
Q36 Perceive employees to tell when services will be performed	5.04	1.08
Q37 Perceive employees to provide prompt service	5.20	1.26
Q38 Perceive employees to help members	5.29	1.19
Q39 Perceive employees will never to busy to respond to member requests	4.89	1.24
Mean for responsibility dimension	5.10	0.15
Assurance:		
Q40 Perceive employees instill confidence	5.12	1.18
Q41 Perceive safety with transactions	5.55	1.25
Q42 Perceive courteous employees	5.58	1.17
Q43 Perceive employees to have knowledge to answer questions	5.06	1.19
Mean for assurance dimension	5.33	0.24
Empathy:		
Q44 Perceive individualized attention	4.95	1.30
Q45 Perceive convenient operating hours	4.38	1.67
Q46 Perceive employees give personalized attention	4.98	1.23
Q47 Perceive members' best interests	4.50	1.60
Q48 Perceive employees to understand specific needs of members	4.32	1.44
Mean for empathy dimension	4.63	0.29
Overall Perceptions Score	5.17	0.40

Perception

Others (n = 149)

Variables	Mean	SD
Tangibles:		
Q27 Perceive modern-looking equipment	6.49	0.73
Q28 Perceive physical facilities visually appealing	6.70	0.61
Q29 Perceive employees to appear neat	6.05	0.84
Q30 Perceive material visually appealing	5.51	1.09
Mean for tangible dimension	6.19	0.46
Reliability:		
Q31 Perceive promises to be kept	5.59	1.10
Q32 Perceive sincere interest to problems	5.62	1.22
Q33 Perceive service right the first time	5.46	1.17
Q34 Perceive services to be provided at specified time/date promised	5.65	1.06
Q35 Perceive error-free records	5.64	1.20
Mean for reliability dimension	5.55	0.07
Responsibility:		
Q36 Perceive employees tell when services will be performed	5.62	1.11
Q37 Perceive employees to provide prompt service	5.65	1.16
Q38 Perceive employees to help members	5.78	1.12
Q39 Perceive employees will never to busy to respond to member requests	5.43	1.20
Mean for responsibility dimension	5.62	0.12
Assurance:		
Q40 Perceive employees instill confidence	5.59	1.16
Q41 Perceive safety with transactions	6.11	1.04
Q42 Perceive courteous employees	6.03	0.97
Q43 Perceive employees have knowledge to answer questions	5.50	1.06
Mean for assurance dimension	5.81	0.26
Empathy:		
Q44 Perceive individualized attention	5.47	1.14
Q45 Perceive convenient operating hours	4.84	1.66
Q46 Perceive employees give personalized attention	5.59	1.07
Q47 Perceive have members' best interests	5.40	1.23
Q48 Perceive employees understand specific needs of members	5.26	1.22
Mean for empathy dimension	5.31	0.26
Overall Perceptions Score	5.70	0.29

Perception

Field Grade Officers (n = 52)

Variables	Mean	SD
Tangibles:		
Q27 Perceive modern-looking equipment	6.04	1.02
Q28 Perceive physical facilities visually appealing	6.27	0.96
Q29 Perceive employees to appear neat	5.73	0.68
Q30 Perceive material visually appealing	5.14	1.14
Mean for tangible dimension	5.79	0.43
Reliability:		
Q31 Perceive promises to be kept	4.77	1.22
Q32 Perceive sincere interest to problems	4.71	1.32
Q33 Perceive service right the first time	4.62	1.40
Q34 Perceive services to be provided at specified time/date promised	4.96	1.34
Q35 Perceive error-free records	4.81	1.30
Mean for reliability dimension	4.77	0.11
Responsibility:		
Q36 Perceive employees tell when services will be performed	4.83	1.00
Q37 Perceive employees to provide prompt service	5.19	1.16
Q38 Perceive employees to help members	5.14	1.16
Q39 Perceive employees will never to busy to respond to member requests	4.77	1.20
Mean for responsibility dimension	4.98	0.19
Assurance:		
Q40 Perceive employees instill confidence	4.90	1.17
Q41 Perceive safety with transactions	5.33	1.22
Q42 Perceive courteous employees	5.46	1.25
Q43 Perceive employees have knowledge to answer questions	4.90	1.91
Mean for assurance dimension	5.15	0.25
Empathy:		
Q44 Perceive individualized attention	4.79	1.39
Q45 Perceive convenient operating hours	4.39	1.51
Q46 Perceive employees give personalized attention	4.83	1.22
Q47 Perceive have members' best interests	4.29	1.52
Q48 Perceive employees understand specific needs of members	4.19	1.43
Mean for empathy dimension	4.50	0.26
Overall Perceptions Score	5.04	0.44

Perception

Company Grade Officers (n = 75)

Variables	Mean	SD
Tangibles:		
Q27 Perceive modern-looking equipment	6.13	0.90
Q28 Perceive physical facilities visually appealing	6.39	0.76
Q29 Perceive employees to appear neat	5.89	0.86
Q30 Perceive material visually appealing	5.04	1.19
Mean for tangible dimension	5.86	0.51
Reliability:		
Q31 Perceive promises to be kept	5.13	1.29
Q32 Perceive sincere interest to problems	4.87	1.30
Q33 Perceive service right the first time	5.01	1.15
Q34 Perceive services to be provided at specified time/date promised	5.28	1.24
Q35 Perceive error-free records	5.05	1.36
Mean for reliability dimension	5.09	0.11
Responsibility:		
Q36 Perceive employees tell when services will be performed	5.19	1.12
Q37 Perceive employees to provide prompt service	5.20	1.33
Q38 Perceive employees to help members	5.40	1.20
Q39 Perceive employees will never to busy to respond to member requests	4.97	1.25
Mean for responsibility dimension	5.19	0.15
Assurance:		
Q40 Perceive employees instill confidence	5.27	1.16
Q41 Perceive safety with transactions	5.71	1.25
Q42 Perceive courteous employees	5.67	1.11
Q43 Perceive employees have knowledge to answer questions	5.16	1.23
Mean for assurance dimension	5.45	0.24
Empathy:		
Q44 Perceive individualized attention	5.07	1.22
Q45 Perceive convenient operating hours	4.37	1.77
Q46 Perceive employees give personalized attention	5.09	1.22
Q47 Perceive have members' best interests	4.64	1.64
Q48 Perceive employees understand specific needs of members	4.41	1.44
Mean for empathy dimension	4.72	0.31
Overall Perceptions Score	5.26	0.38

Perception

Retirees (n = 122)

Variables	Mean	SD
Tangibles:		
Q27 Perceive modern-looking equipment	6.53	0.66
Q28 Perceive physical facilities visually appealing	6.73	0.54
Q29 Perceive employees to appear neat	6.03	0.84
Q30 Perceive material visually appealing	5.51	1.07
Mean for tangible dimension	6.20	0.47
Reliability:		
Q31 Perceive promises to be kept	5.58	1.08
Q32 Perceive sincere interest to problems	5.61	1.18
Q33 Perceive service right the first time	5.50	1.11
Q34 Perceive services to be provided at specified time/date promised	5.65	1.06
Q35 Perceive error-free records	5.69	1.08
Mean for reliability dimension	5.61	0.07
Responsibility:		
Q36 Perceive employees tell when services will be performed	5.65	1.08
Q37 Perceive employees to provide prompt service	5.71	1.09
Q38 Perceive employees to help members	5.79	1.05
Q39 Perceive employees will never to busy to respond to member requests	5.49	1.15
Mean for responsibility dimension	5.66	0.11
Assurance:		
Q40 Perceive employees instill confidence	5.65	1.10
Q41 Perceive safety with transactions	6.15	0.97
Q42 Perceive courteous employees	6.07	0.86
Q43 Perceive employees have knowledge to answer questions	5.52	1.02
Mean for assurance dimension	5.85	0.27
Empathy:		
Q44 Perceive individualized attention	5.54	1.04
Q45 Perceive convenient operating hours	4.84	1.64
Q46 Perceive employees give personalized attention	5.62	1.01
Q47 Perceive have members' best interests	5.47	1.13
Q48 Perceive employees understand specific needs of members	5.35	1.08
Mean for empathy dimension	5.36	0.28
Overall Percerptions Score	5.74	0.28

Perception

Civilian/Honorary (n = 27)

Variables	Mean	SD
Tangibles:		
Q27 Perceive modern-looking equipment	6.37	0.95
Q28 Perceive physical facilities visually appealing	6.59	0.83
Q29 Perceive employees to appear neat	6.15	0.85
Q30 Perceive material visually appealing	5.44	1.17
Mean for tangible dimension	6.14	0.43
Reliability:		
Q31 Perceive promises to be kept	5.67	1.12
Q32 Perceive sincere interest to problems	5.59	1.37
Q33 Perceive service right the first time	5.30	1.38
Q34 Perceive services to be provided at specified time/date promised	5.67	1.02
Q35 Perceive error-free records	5.37	1.57
Mean for reliability dimension	5.52	0.16
Responsibility:		
Q36 Perceive employees tell when services will be performed	5.52	1.20
Q37 Perceive employees to provide prompt service	5.37	1.39
Q38 Perceive employees to help members	5.78	1.40
Q39 Perceive employees will never to busy to respond to member requests	5.19	1.42
Mean for responsibility dimension	5.46	0.22
Assurance:		
Q40 Perceive employees instill confidence	5.33	1.36
Q41 Perceive safety with transactions	5.82	1.39
Q42 Perceive courteous employees	5.85	1.33
Q43 Perceive employees have knowledge to answer questions	5.48	1.26
Mean for assurance dimension	5.62	0.22
Empathy:		
Q44 Perceive individualized attention	5.22	1.50
Q45 Perceive convenient operating hours	4.93	1.78
Q46 Perceive employees give personalized attention	5.44	1.32
Q47 Perceive have members' best interests	5.07	1.59
Q48 Perceive employees understand specific needs of members	4.89	1.69
Mean for empathy dimension	5.11	0.20
Overall Perceptions Score	5.57	0.33

APPENDIX G

Perception - Expectation

Total Sample (Unweighted) (n = 276)

Variables	Mean	SD
Tangibles:		
Q27-Q5 Modern-looking equipment	1.87	1.72
Q28-Q6 Physical facilities visually appealing	1.05	1.30
Q29-Q7 Employees to appear neat	-0.20	1.11
Q30-Q8 Material visually appealing	0.40	1.58
Mean for tangible dimension	0.78	0.77
Reliability:		
Q31-Q9 Promises to be kept	-1.09	1.44
Q32-Q10 Sincere interest to problems	-1.21	1.49
Q33-Q11 Service right the first time	-1.18	1.47
Q34-Q12 Services to be provided at specified time/date promised	-1.00	1.38
Q35-Q13 Error-free records	-0.79	1.45
Mean for reliability dimension	-1.05	0.15
Responsibility:		
Q37-Q14 Employees to tell when services will be performed	-0.67	1.29
Q38-Q15 Employees to provide prompt service	-0.93	1.30
Q39-Q16 Employees to help members	-0.77	1.29
Q40-Q17 Employees will never to busy to respond to member requests	-0.84	1.44
Mean for responsibility dimension	-0.80	0.09
Assurance:		
Q41-Q18 Employees to instill confidence	-0.74	1.33
Q42-Q19 Safety with transactions	-0.45	1.29
Q43-Q20 Courteous employees	-0.64	1.23
Q44-Q21 Employees to have knowledge to answer questions	-0.49	1.30
Mean for assurance dimension	-0.58	0.11
Empathy:		
Q45-Q22 Individualized attention	-0.44	1.46
Q46-Q23 Convenient operating hours	-1.38	2.11
Q47-Q24 Employees to give personalized attention	-0.38	1.40
Q48-Q25 To have members' best interests	-1.34	1.63
Q49-Q26 Employees to understand specific needs of members	-1.09	1.60
Mean for empathy dimension	-0.92	0.43
Overall Unweighted SERVQUAL Score	-0.51	0.62

Perception - Expectation

Active Duty (Unweighted) (n = 127)

Variables	Mean	SD
Tangibles:		
Q27-Q5 Modern-looking equipment	2.03	1.82
Q28-Q6 Physical facilities visually appealing	1.15	1.56
Q29-Q7 Employees to appear neat	-0.17	1.18
Q30-Q8 Material visually appealing	0.35	1.73
Mean for tangible dimension	0.84	0.83
Reliability:		
Q31-Q9 Promises to be kept	-1.43	1.56
Q32-Q10 Sincere interest to problems	-1.61	1.50
Q33-Q11 Service right the first time	-1.60	1.53
Q34-Q12 Services to be provided at specified time/date promised	-1.18	1.58
Q35-Q13 Error-free records	-1.03	1.61
Mean for reliability dimension	-1.37	0.23
Responsibility:		
Q37-Q14 Employees to tell when services will be performed	-0.82	1.37
Q38-Q15 Employees to provide prompt service	-1.19	1.40
Q39-Q16 Employees to help members	-1.06	1.34
Q40-Q17 Employees will never to busy to respond to member requests	-1.12	1.54
Mean for responsibility dimension	-1.05	0.14
Assurance:		
Q41-Q18 Employees to instill confidence	-0.89	1.40
Q42-Q19 Safety with transactions	-0.61	1.48
Q43-Q20 Courteous employees	-0.84	1.37
Q44-Q21 Employees to have knowledge to answer questions	-0.69	1.39
Mean for assurance dimension	-0.76	0.12
Empathy:		
Q45-Q22 Individualized attention	-0.72	1.57
Q46-Q23 Convenient operating hours	-1.60	2.06
Q47-Q24 Employees to give personalized attention	-0.68	1.48
Q48-Q25 Have members' best interests	-1.80	1.79
Q49-Q26 Employees to understand specific needs of members	-1.59	1.78
Mean for empathy dimension	-1.28	0.48
Overall Unweighted SERVQUAL Score	-0.72	0.81

Perception - Expectation

Others (Unweighted) (n = 149)

Variables	Mean	SD
Tangibles:		
Q27-Q5 Modern-looking equipment	1.71	1.61
Q28-Q6 Physical facilities visually appealing	0.95	1.02
Q29-Q7 Employees to appear neat	-0.22	1.05
Q30-Q8 Material visually appealing	0.42	1.44
Mean for tangible dimension	0.72	0.71
Reliability:		
Q31-Q9 Promises to be kept	-0.80	1.25
Q32-Q10 Sincere interest to problems	-0.86	1.39
Q33-Q11 Service right the first time	-0.81	1.31
Q34-Q12 Services to be provided at specified time/date promised	-0.83	1.15
Q35-Q13 Error-free records	-0.56	1.26
Mean for reliability dimension	-0.77	0.11
Responsibility:		
Q37-Q14 Employees to tell when services will be performed	-0.55	1.19
Q38-Q15 Employees to provide prompt service	-0.70	1.15
Q39-Q16 Employees to help members	-0.51	1.18
Q40-Q17 Employees will never to busy to respond to member requests	-0.59	1.30
Mean for responsibility dimension	-0.59	0.07
Assurance:		
Q41-Q18 Employees to instill confidence	-0.60	1.24
Q42-Q19 Safety with transactions	-0.32	1.09
Q43-Q20 Courteous employees	-0.45	1.08
Q44-Q21 Employees to have knowledge to answer questions	-0.32	1.19
Mean for assurance dimension	-0.42	0.12
Empathy:		
Q45-Q22 Individualized attention	-0.18	1.31
Q46-Q23 Convenient operating hours	-1.16	2.13
Q47-Q24 Employees to give personalized attention	-0.13	1.26
Q48-Q25 Have members' best interests	-0.93	1.34
Q49-Q26 Employees to understand specific needs of members	-0.66	1.28
Mean for empathy dimension	-0.61	0.41
Overall Unweighted SERVQUAL Score	-0.34	0.54

Perception - Expectation

Field Grade Officers (Unweighted) (n = 52)

Variables	Mean	SD
Tangibles:		
Q27-Q5 Modern-looking equipment	2.10	1.94
Q28-Q6 Physical facilities visually appealing	1.02	1.54
Q29-Q7 Employees to appear neat	-0.27	1.11
Q30-Q8 Material visually appealing	0.37	1.81
Mean for tangible dimension	0.80	0.88
Reliability:		
Q31-Q9 Promises to be kept	-1.56	1.52
Q32-Q10 Sincere interest to problems	-1.73	1.48
Q33-Q11 Service right the first time	-1.83	1.24
Q34-Q12 Services to be provided at specified time/date promised	-1.33	1.68
Q35-Q13 Error-free records	-1.15	1.68
Mean for reliability dimension	-1.52	0.25
Responsibility:		
Q37-Q14 Employees to tell when services will be performed	-1.06	1.28
Q38-Q15 Employees to provide prompt service	-1.17	1.33
Q39-Q16 Employees to help members	-1.19	1.39
Q40-Q17 Employees will never to busy to respond to member requests	-1.21	1.57
Mean for responsibility dimension	-1.16	0.06
Assurance:		
Q41-Q18 Employees to instill confidence	-1.12	1.54
Q42-Q19 Safety with transactions	-0.79	1.65
Q43-Q20 Courteous employees	-0.92	1.54
Q44-Q21 Employees to have knowledge to answer questions	-0.87	1.51
Mean for assurance dimension	-0.92	0.12
Empathy:		
Q45-Q22 Individualized attention	-0.89	1.88
Q46-Q23 Convenient operating hours	-1.64	1.88
Q47-Q24 Employees to give personalized attention	-0.89	1.75
Q48-Q25 Have members' best interests	-2.08	1.70
Q49-Q26 Employees to understand specific needs of members	-1.79	1.81
Mean for empathy dimension	-1.45	0.49
Overall Unweighted SERVQUAL Score	-0.85	0.85

Perception - Expectation

Company Grade Officers (Unweighted) (n = 75)

Variables	Mean	SD
Tangibles:		
Q27-Q5 Modern-looking equipment	1.99	1.72
Q28-Q6 Physical facilities visually appealing	1.24	1.57
Q29-Q7 Employees to appear neat	-0.09	1.21
Q30-Q8 Material visually appealing	0.33	1.67
Mean for tangible dimension	0.87	0.81
Reliability:		
Q31-Q9 Promises to be kept	-1.35	1.57
Q32-Q10 Sincere interest to problems	-1.52	1.51
Q33-Q11 Service right the first time	-1.44	1.34
Q34-Q12 Services to be provided at specified time/date promised	-1.08	1.50
Q35-Q13 Error-free records	-0.95	1.55
Mean for reliability dimension	-1.27	0.22
Responsibility:		
Q37-Q14 Employees to tell when services will be performed	-0.65	1.41
Q38-Q15 Employees to provide prompt service	-1.20	1.45
Q39-Q16 Employees to help members	-0.97	1.30
Q40-Q17 Employees will never to busy to respond to member requests	-1.05	1.51
Mean for responsibility dimension	-0.97	0.20
Assurance:		
Q41-Q18 Employees to instill confidence	-0.73	1.28
Q42-Q19 Safety with transactions	-0.48	1.33
Q43-Q20 Courteous employees	-0.79	1.24
Q44-Q21 Employees to have knowledge to answer questions	-0.56	1.29
Mean for assurance dimension	-0.64	0.13
Empathy:		
Q45-Q22 Individualized attention	-0.60	1.31
Q46-Q23 Convenient operating hours	-1.57	2.17
Q47-Q24 Employees to give personalized attention	-0.53	1.24
Q48-Q25 Have members' best interests	-1.61	1.83
Q49-Q26 Employees to understand specific needs of members	-1.45	1.74
Mean for empathy dimension	-1.16	0.48
Overall Unweighted SERVQUAL Score	-0.63	0.78

Perception - Expectation

Retirees (Unweighted) (n = 122)

Variables	Mean	SD
Tangibles:		
Q27-Q5 Modern-looking equipment	1.76	1.62
Q28-Q6 Physical facilities visually appealing	1.02	1.02
Q29-Q7 Employees to appear neat	-0.24	1.05
Q30-Q8 Material visually appealing	0.44	1.45
Mean for tangible dimension	0.74	0.73
Reliability:		
Q31-Q9 Promises to be kept	-0.78	1.25
Q32-Q10 Sincere interest to problems	-0.87	1.35
Q33-Q11 Service right the first time	-0.81	1.23
Q34-Q12 Services to be provided at specified time/date promised	-0.81	1.12
Q35-Q13 Error-free records	-0.56	1.18
Mean for reliability dimension	-0.77	0.11
Responsibility:		
Q37-Q14 Employees to tell when services will be performed	-0.51	1.11
Q38-Q15 Employees to provide prompt service	-0.66	1.01
Q39-Q16 Employees to help members	-0.50	1.10
Q40-Q17 Employees will never to busy to respond to member requests	-0.56	1.25
Mean for responsibility dimension	-0.56	0.06
Assurance:		
Q41-Q18 Employees to instill confidence	-0.58	1.15
Q42-Q19 Safety with transactions	-0.29	1.04
Q43-Q20 Courteous employees	-0.42	0.93
Q44-Q21 Employees to have knowledge to answer questions	-0.30	1.08
Mean for assurance dimension	-0.40	0.12
Empathy:		
Q45-Q22 Individualized attention	-0.17	1.11
Q46-Q23 Convenient operating hours	-1.21	2.01
Q47-Q24 Employees to give personalized attention	-0.10	1.13
Q48-Q25 Have members' best interests	-0.91	1.27
Q49-Q26 Employees to understand specific needs of members	-0.65	1.10
Mean for empathy dimension	-0.61	0.43
Overall Unweighted SERVQUAL Score	-0.32	0.54

Perception - Expectation

Civilian/Honorary (Unweighted) (n = 27)

Variables	Mean	SD
Tangibles:		
Q27-Q5 Modern-looking equipment	1.59	1.57
Q28-Q6 Physical facilities visually appealing	0.82	1.16
Q29-Q7 Employees to appear neat	-0.15	1.04
Q30-Q8 Material visually appealing	0.30	1.36
Mean for tangible dimension	0.64	0.65
Reliability:		
Q31-Q9 Promises to be kept	-0.89	1.23
Q32-Q10 Sincere interest to problems	-0.89	1.57
Q33-Q11 Service right the first time	-0.85	1.63
Q34-Q12 Services to be provided at specified time/date promised	-0.96	1.26
Q35-Q13 Error-free records	-0.52	1.55
Mean for reliability dimension	-0.82	0.16
Responsibility:		
Q37-Q14 Employees to tell when services will be performed	-0.74	1.48
Q38-Q15 Employees to provide prompt service	-0.96	1.62
Q39-Q16 Employees to help members	-0.56	1.47
Q40-Q17 Employees will never to busy to respond to member requests	-0.78	1.50
Mean for responsibility dimension	-0.76	0.14
Assurance:		
Q41-Q18 Employees to instill confidence	-0.74	1.58
Q42-Q19 Safety with transactions	-0.48	1.52
Q43-Q20 Courteous employees	-0.56	1.57
Q44-Q21 Employees to have knowledge to answer questions	-0.33	1.63
Mean for assurance dimension	-0.53	0.15
Empathy:		
Q45-Q22 Individualized attention	-0.22	1.97
Q46-Q23 Convenient operating hours	-0.82	2.65
Q47-Q24 Employees to give personalized attention	-0.22	1.71
Q48-Q25 Have members' best interests	-0.96	1.58
Q49-Q26 Employees to understand specific needs of members	-0.70	1.90
Mean for empathy dimension	-0.59	0.31
Overall Unweighted SERVQUAL Score	-0.41	0.54

APPENDIX H

T-Test

Total Sample * (Sig > 1.98)

Variables	Exp (1)	Per (2)	P-E (2-1)
Tangibles:			
Q27-Q5 Modern-looking equipment	4.69*	44.80*	18.09*
Q28-Q6 Physical facilities visually appealing	20.23*	56.04*	13.42*
Q29-Q7 Employees to appear neat	39.54*	38.87*	2.99*
Q30-Q8 Material visually appealing	11.00*	19.14*	4.20*
Mean for tangible dimension	32.76*	72.91*	16.85*
Reliability:			
Q31-Q9 Promises to be kept	49.41*	17.81*	12.55*
Q32-Q10 Sincere interest to problems	51.53*	16.01*	13.48*
Q33-Q11 Service right the first time	49.17*	15.53*	13.38*
Q34-Q12 Services to be provided at specified time/date promised	47.57*	19.61*	12.02*
Q35-Q13 Error-free records	34.62*	16.71*	9.04*
Mean for reliability dimension	301.21*	277.95*	114.87*
Responsibility:			
Q37-Q14 Employees tell when services will be performed	33.71*	19.74*	8.69*
Q38-Q15 Employees to provide prompt service	51.41*	19.41*	11.93*
Q39-Q16 Employees to help members	45.49*	21.82*	9.89*
Q40-Q17 Employees will never to busy to respond to member requests	35.58*	15.75*	9.63*
Mean for responsibility dimension	222.80*	170.19*	141.92*
Assurance:			
Q41-Q18 Employees instill confidence	35.62*	19.13*	9.21*
Q42-Q19 Safety with transactions	38.63*	26.12*	5.82*
Q43-Q20 Courteous employees	55.77*	27.75*	8.62*
Q44-Q21 Employees have knowledge to answer questions	32.04*	18.77*	6.30*
Mean for assurance dimension	142.93*	103.87*	85.27*
Empathy:			
Q45-Q22 Individualized attention	26.15*	16.41*	4.95*
Q46-Q23 Convenient operating hours	33.34*	6.11*	10.83*
Q47-Q24 Employees give personalized attention	25.02*	18.26*	4.48*
Q48-Q25 Have members' best interests	44.59*	10.96*	13.66*
Q49-Q26 Employees understand specific needs of members	33.09*	9.78*	11.37*
Mean for empathy dimension	133.88*	65.01*	35.37*
Overall Unweighted SERVQUAL Score	84.48*	70.51*	13.84*

T-Test

Active Duty/Others * (Sig > 1.96)

Variables	Exp (1)	Per (2)	P-E (2-1)
Tangibles:			
Q27-Q5 Modern-looking equipment	3.86*	3.77*	1.50
Q28-Q6 Physical facilities visually appealing	3.83*	3.98*	1.24
Q29-Q7 Employees to appear neat	2.70*	2.23*	0.37
Q30-Q8 Material visually appealing	2.14*	3.13*	0.36
Mean for tangible dimension	6.14*	6.23*	1.28
Reliability:			
Q31-Q9 Promises to be kept	0.21	4.23*	3.66*
Q32-Q10 Sincere interest to problems	0.10	4.89*	4.28*
Q33-Q11 Service right the first time	1.85	4.12*	4.57*
Q34-Q12 Services to be provided at specified time/date promised	1.45	3.48*	2.07*
Q35-Q13 Error-free records	1.76	4.47*	2.67*
Mean for reliability dimension	1.64	55.66*	26.85*
Responsibility:			
Q37-Q14 Employees tell when services will be performed	2.48*	4.39*	1.73
Q38-Q15 Employees to provide prompt service	0.33	3.07*	3.14*
Q39-Q16 Employees to help members	0.59	3.50*	3.51*
Q40-Q17 Employees will never to busy to respond to member requests	0.17	3.66*	3.06*
Mean for responsibility dimension	2.61*	31.43*	33.62*
Assurance:			
Q41-Q18 Employees instill confidence	1.60	3.40*	1.83
Q42-Q19 Safety with transactions	2.15*	4.00*	1.83
Q43-Q20 Courteous employees	0.44	3.44*	2.59*
Q44-Q21 Employees have knowledge to answer questions	0.71	3.22*	2.35*
Mean for assurance dimension	4.88*	15.94*	23.46*
Empathy:			
Q45-Q22 Individualized attention	0.16	3.50*	3.07*
Q46-Q23 Convenient operating hours	0.25	2.29*	1.74
Q47-Q24 Employees give personalized attention	0.37	4.36*	3.29*
Q48-Q25 Have members' best interests	0.29	5.17*	4.51*
Q49-Q26 Employees understand specific needs of members	0.09	5.75*	4.91*
Mean for empathy dimension	0.69	20.36*	12.35*
Overall Unweighted SERVQUAL Score	2.84*	12.41*	4.59*

T-Test

Field/Company Grade Officers * (Sig > 2.01)

Variables	Exp (1)	Per (2)	P-E (2-1)
Tangibles:			
Q27-Q5 Modern-looking equipment	0.75	0.51	0.33
Q28-Q6 Physical facilities visually appealing	0.42	0.75	0.79
Q29-Q7 Employees to appear neat	0.06	1.17	0.85
Q30-Q8 Material visually appealing	0.22	0.48	0.10
Mean for tangible dimension	0.05	0.84	0.42
Reliability:			
Q31-Q9 Promises to be kept	1.07	1.60	0.76
Q32-Q10 Sincere interest to problems	0.38	0.68	0.78
Q33-Q11 Service right the first time	0.07	1.66	1.67
Q34-Q12 Services to be provided at specified time/date promised	0.45	1.36	0.85
Q35-Q13 Error-free records	0.18	1.00	0.71
Mean for reliability dimension	2.11*	15.89*	5.91*
Responsibility:			
Q37-Q14 Employees tell when services will be performed	0.27	1.91	1.68
Q38-Q15 Employees to provide prompt service	1.63	0.04	0.11
Q39-Q16 Employees to help members	0.27	1.25	0.90
Q40-Q17 Employees will never to busy to respond to member requests	0.27	0.92	0.57
Mean for responsibility dimension	0.50	6.75*	7.70*
Assurance:			
Q41-Q18 Employeesinstill confidence	0.12	1.73	1.47
Q42-Q19 Safety with transactions	0.34	1.71	1.12
Q43-Q20 Courteous employees	0.42	0.95	0.53
Q44-Q21 Employees have knowledge to answer questions	0.29	0.85	1.19
Mean for assurance dimension	0.46	6.78*	12.79*
Empathy:			
Q45-Q22 Individualized attention	0.03	1.17	0.95
Q46-Q23 Convenient operating hours	0.42	0.04	0.17
Q47-Q24 Employees give personalized attention	0.39	1.21	1.25
Q48-Q25 Have members' best interests	0.86	1.24	1.47
Q49-Q26 Employees understand specific needs of members	0.64	0.85	1.04
Mean for empathy dimension	1.80	4.34*	1.25
Overall Unweighted SERVQUAL Score	0.07	2.99*	1.47

T-Test

Retired/Civilian & Honorary * (Sig > 2.01)

Variables	Exp (1)	Per (2)	P-E (2-1)
Tangibles:			
Q27-Q5 Modern-looking equipment	0.03	0.83	0.51
Q28-Q6 Physical facilities visually appealing	0.26	0.84	0.83
Q29-Q7 Employees to appear neat	0.14	0.65	0.41
Q30-Q8 Material visually appealing	0.33	0.29	0.48
Mean for tangible dimension	0.34	0.65	0.72
Reliability:			
Q31-Q9 Promises to be kept	1.24	0.38	0.42
Q32-Q10 Sincere interest to problems	0.06	0.07	0.06
Q33-Q11 Service right the first time	0.71	0.74	0.12
Q34-Q12 Services to be provided at specified time/date promised	0.86	0.09	0.57
Q35-Q13 Error-free records	1.81	1.01	0.13
Mean for reliability dimension	0.55	2.86*	1.55
Responsibility:			
Q37-Q14 Employees tell when services will be performed	0.48	0.52	0.76
Q38-Q15 Employees to provide prompt service	0.20	1.19	0.92
Q39-Q16 Employees to help members	0.16	0.04	0.20
Q40-Q17 Employees will never to busy to respond to member requests	0.45	1.03	0.71
Mean for responsibility dimension	0.16	4.60*	7.28*
Assurance:			
Q41-Q18 Employees instill confidence	0.60	1.14	0.50
Q42-Q19 Safety with transactions	0.65	1.17	0.62
Q43-Q20 Courteous employees	0.38	0.82	0.45
Q44-Q21 Employees have knowledge to answer questions	0.02	0.15	0.09
Mean for assurance dimension	1.80	4.71*	4.31*
Empathy:			
Q45-Q22 Individualized attention	0.80	1.05	0.13
Q46-Q23 Convenient operating hours	1.04	0.24	0.72
Q47-Q24 Employees give personalized attention	1.37	0.67	0.35
Q48-Q25 Have members' best interests	1.43	1.24	0.15
Q49-Q26 Employees understand specific needs of members	1.64	1.35	0.13
Mean for empathy dimension	6.05*	5.42*	0.28
Overall Unweighted SERVQUAL Score	1.00	2.49*	0.78

T-Test

No Problem/Yes Problem * (Sig > 1.98)

Variables	Exp (1)	Per (2)	P-E (2-1)
Tangibles:			
Q27-Q5 Modern-looking equipment	0.67	0.59	0.76
Q28-Q6 Physical facilities visually appealing	0.31	1.16	0.86
Q29-Q7 Employees to appear neat	1.80	2.08*	2.71*
Q30-Q8 Material visually appealing	0.31	1.20	0.51
Mean for tangible dimension	0.55	1.38	0.40
Reliability:			
Q31-Q9 Promises to be kept	3.26*	3.11*	4.07*
Q32-Q10 Sincere interest to problems	3.08*	0.58	4.71*
Q33-Q11 Service right the first time	2.90*	5.56*	6.17*
Q34-Q12 Services to be provided at specified time/date promised	1.71	3.93*	4.33*
Q35-Q13 Error-free records	2.15*	5.20*	6.29*
Mean for reliability dimension	13.09*	34.38*	42.27*
Responsibility:			
Q37-Q14 Employees tell when services will be performed	1.30	4.65*	5.40*
Q38-Q15 Employees to provide prompt service	1.97	4.94*	5.84*
Q39-Q16 Employees to help members	2.69*	3.98*	5.15*
Q40-Q17 Employees will never to busy to respond to member requests	5.22*	4.15*	5.29*
Mean for responsibility dimension	13.62*	39.65*	16.18*
Assurance:			
Q41-Q18 Employees instill confidence	1.02	4.50*	4.83*
Q42-Q19 Safety with transactions	0.06	4.00*	3.55*
Q43-Q20 Courteous employees	2.57*	2.94*	3.70*
Q44-Q21 Employees have knowledge to answer questions	0.79	4.21*	2.96*
Mean for assurance dimension	0.38	17.25*	31.72*
Empathy:			
Q45-Q22 Individualized attention	0.98	3.75*	3.81*
Q46-Q23 Convenient operating hours	0.55	2.79*	3.01*
Q47-Q24 Employees give personalized attention	0.28	0.10	3.46*
Q48-Q25 Have members' best interests	0.42	7.27*	5.34*
Q49-Q26 Employees understand specific needs of members	0.76	7.14*	5.63*
Mean for empathy dimension	1.09	9.48*	7.91*
Overall Unweighted SERVQUAL Score	1.40	2.49*	5.87*

T-Test

Yes Problem/No Recommendation * (Sig > 1.96)

Variables	Exp (1)	Per (2)	P-E (2-1)
Tangibles:			
Q27-Q5 Modern-looking equipment	0.15	0.88	0.57
Q28-Q6 Physical facilities visually appealing	0.55	0.11	0.59
Q29-Q7 Employees to appear neat	0.71	0.13	0.53
Q30-Q8 Material visually appealing	0.68	0.13	0.50
Mean for tangible dimension	0.87	0.36	0.83
Reliability:			
Q31-Q9 Promises to be kept	0.05	1.66	1.38
Q32-Q10 Sincere interest to problems	0.92	2.65*	2.80*
Q33-Q11 Service right the first time	0.11	3.25*	2.78*
Q34-Q12 Services to be provided at specified time/date promised	0.29	2.42*	2.00*
Q35-Q13 Error-free records	1.10	1.76	0.85
Mean for reliability dimension	1.92	15.29*	12.08*
Responsibility:			
Q37-Q14 Employees tell when services will be performed	0.16	0.53	0.63
Q38-Q15 Employees to provide prompt service	0.10	1.05	1.08
Q39-Q16 Employees to help members	0.11	1.60	1.47
Q40-Q17 Employees will never to busy to respond to member requests	0.67	1.28	1.45
Mean for responsibility dimension	0.85	8.75*	9.11*
Assurance:			
Q41-Q18 Employees instill confidence	1.24	1.61	2.43*
Q42-Q19 Safety with transactions	0.38	2.01*	1.92
Q43-Q20 Courteous employees	1.00	0.14	0.07
Q44-Q21 Employees have knowledge to answer questions	0.75	0.94	0.37
Mean for assurance dimension	0.11	4.18*	5.96*
Empathy:			
Q45-Q22 Individualized attention	2.01*	2.32*	0.76
Q46-Q23 Convenient operating hours	0.27	1.95	1.68
Q47-Q24 Employees give personalized attention	1.14	1.67	0.39
Q48-Q25 Have members' best interests	0.49	2.22*	2.04*
Q49-Q26 Employees understand specific needs of members	0.42	0.09	0.51
Mean for empathy dimension	1.42	4.81*	2.97*
Overall Unweighted SERVQUAL Score	0.45	2.00*	2.39*

APPENDIX I

Problem Resolution

Expectations: No-Problems (n = 220)

Variables	Mean	SD
Tangibles:		
Q5 Expect modern-looking equipment	4.44	1.58
Q6 Expect physical facilities visually appealing	5.46	1.18
Q7 Expect employees to appear neat	6.06	0.94
Q8 Expect material visually appealing	4.89	1.38
Mean for tangible dimension	5.21	0.62
Reliability:		
Q9 Expect promises to be kept	6.30	0.82
Q10 Expect sincere interest to problems	6.40	0.82
Q11 Expect service right the first time	6.28	0.77
Q12 Expect services to be provided at specified time/date promised	6.35	0.85
Q13 Expect error-free records	6.02	1.01
Mean for reliability dimension	6.27	0.13
Responsibility:		
Q14 Expect employees tell when services will be performed	5.95	1.02
Q15 Expect employees to provide prompt service	6.29	0.77
Q16 Expect employees to help members	6.24	0.87
Q17 Expect employees will never to busy to respond to member requests	5.91	0.98
Mean for responsibility dimension	6.05	0.17
Assurance:		
Q18 Expect employees instill confidence	6.05	0.99
Q19 Expect safety with transactions	6.30	0.91
Q20 Expect courteous employees	6.39	0.73
Q21 Expect employees to have knowledge to answer questions	5.77	0.91
Mean for assurance dimension	6.13	0.24
Empathy:		
Q22 Expect individualized attention	5.60	1.07
Q23 Expect convenient operating hours	5.95	0.97
Q24 Expect employees give personalized attention	5.62	1.11
Q25 Expect have members' best interests	6.27	0.84
Q26 Expect employees understand specific needs of members	5.86	0.94
Mean for empathy dimension	5.86	0.25
Overall Expectations Score	5.91	0.38

Problem Resolution

Expectation: Yes-Problem (n = 50)

Variables	Mean	SD
Tangibles:		
Q5 Expect modern-looking equipment	4.31	1.63
Q6 Expect physical facilities visually appealing	5.39	1.49
Q7 Expect employees to appear neat	6.28	0.74
Q8 Expect material visually appealing	4.82	1.47
Mean for tangible dimension	5.20	0.73
Reliability:		
Q9 Expect promises to be kept	6.65	0.65
Q10 Expect sincere interest to problems	6.69	0.54
Q11 Expect service right the first time	6.59	0.66
Q12 Expect services to be provided at specified time/date promised	6.55	0.72
Q13 Expect error-free records	6.35	0.97
Mean for reliability dimension	6.57	0.12
Responsibility:		
Q14 Expect employees tell when services will be performed	6.14	0.91
Q15 Expect employees to provide prompt service	6.51	0.70
Q16 Expect employees to help members	6.53	0.64
Q17 Expect employees will never to busy to respond to member requests	6.29	0.69
Mean for responsibility dimension	6.37	0.16
Assurance:		
Q18 Expect employees instill confidence	6.20	0.93
Q19 Expect safety with transactions	6.31	1.00
Q20 Expect courteous employees	6.63	0.56
Q21 Expect employees have knowledge to answer questions	5.65	0.99
Mean for assurance dimension	6.20	0.35
Empathy:		
Q22 Expect individualized attention	5.75	0.95
Q23 Expect convenient operating hours	6.04	1.05
Q24 Expect employees give personalized attention	5.67	1.17
Q25 Expect have members' best interests	6.33	0.94
Q26 Expect employees understand specific needs of members	5.98	1.02
Mean for empathy dimension	5.95	0.23
Overall Expectations Score	6.06	0.47

Problem Resolution

Expectation: Yes Problem - Yes Resolved (n = 25)

Variables	Mean	SD
Tangibles:		
Q5 Expect modern-looking equipment	4.35	1.62
Q6 Expect physical facilities visually appealing	5.50	1.28
Q7 Expect employees to appear neat	6.35	0.68
Q8 Expect material visually appealing	4.96	1.63
Mean for tangible dimension	5.29	0.75
Reliability:		
Q9 Expect promises to be kept	6.65	0.62
Q10 Expect sincere interest to problems	6.62	0.56
Q11 Expect service right the first time	6.58	0.69
Q12 Expect services to be provided at specified time/date promised	6.58	0.63
Q13 Expect error-free records	6.50	0.64
Mean for reliability dimension	6.59	0.05
Responsibility:		
Q14 Expect employees to tell when services will be performed	6.12	0.85
Q15 Expect employees to provide prompt service	6.50	0.57
Q16 Expect employees to help members	6.54	0.63
Q17 Expect employees will never to busy to respond to member requests	6.23	0.80
Mean for responsibility dimension	6.35	0.18
Assurance:		
Q18 Expect employees instill confidence	6.04	1.13
Q19 Expect safety with transactions	6.27	1.02
Q20 Expect courteous employees	6.62	0.49
Q21 Expect employees have knowledge to answer questions	5.73	0.94
Mean for assurance dimension	6.16	0.32
Empathy:		
Q22 Expect individualized attention	6.00	0.83
Q23 Expect convenient operating hours	6.00	1.00
Q24 Expect employees give personalized attention	5.85	1.10
Q25 Expect have members' best interests	6.27	1.06
Q26 Expect employees understand specific needs of members	5.92	1.11
Mean for empathy dimension	6.01	0.14
Overall Expectations Score	6.08	0.44

Problem Resolution

Perception: No Problem (n = 220)

Variables	Mean	S D
Tangibles:		
Q27 Perceive modern-looking equipment	6.25	0.86
Q28 Perceive physical facilities visually appealing	6.47	0.79
Q29 Perceive employees to appear neat	5.94	0.82
Q30 Perceive material visually appealing	5.31	1.13
Mean for tangible dimension	5.99	0.44
Reliability:		
Q31 Perceive promises to be kept	5.39	1.14
Q32 Perceive sincere interest to problems	5.40	1.23
Q33 Perceive service right the first time	5.33	1.18
Q34 Perceive services to be provided at specified time/date promised	5.53	1.11
Q35 Perceive error-free records	5.49	1.21
Mean for reliability dimension	5.42	0.07
Responsibility:		
Q36 Perceive employees tell when services will be performed	5.47	1.06
Q37 Perceive employees to provide prompt service	5.58	1.13
Q38 Perceive employees to help members	5.66	1.06
Q39 Perceive employees will never to busy to respond to member requests	5.31	1.14
Mean for responsibility dimension	5.51	0.13
Assurance:		
Q40 Perceive employees instill confidence	5.49	1.13
Q41 Perceive safety with transactions	5.97	1.04
Q42 Perceive courteous employees	5.90	0.98
Q43 Perceive employees have knowledge to answer questions	5.41	1.03
Mean for assurance dimension	5.74	0.25
Empathy:		
Q44 Perceive individualized attention	5.33	1.12
Q45 Perceive convenient operating hours	4.57	1.69
Q46 Perceive employees give personalized attention	4.73	1.61
Q47 Perceive have members' best interests	5.40	1.13
Q48 Perceive employees understand specific needs of members	5.20	1.36
Mean for empathy dimension	5.05	1.26
Overall Perceptions Score	5.55	0.28

Problem Resolution

Perception: Yes Problem - Yes Resolved (n = 25)

Variables	Mean	SD
Tangibles:		
Q27 Perceive modern-looking equipment	6.23	0.93
Q28 Perceive physical facilities visually appealing	6.58	0.63
Q29 Perceive employees to appear neat	5.65	0.73
Q30 Perceive material visually appealing	5.12	1.12
Mean for tangible dimension	5.89	0.56
Reliability:		
Q31 Perceive promises to be kept	5.04	1.32
Q32 Perceive sincere interest to problems	5.04	1.26
Q33 Perceive service right the first time	4.77	1.09
Q34 Perceive services to be provided at specified time/date promised	5.15	1.29
Q35 Perceive error-free records	4.73	1.16
Mean for reliability dimension	4.95	0.17
Responsibility:		
Q36 Perceive employees tell when services will be performed	4.73	1.16
Q37 Perceive employees to provide prompt service	4.81	1.08
Q38 Perceive employees to help members	5.15	0.99
Q39 Perceive employees will never to busy to respond to member requests	4.69	1.23
Mean for responsibility dimension	4.85	0.18
Assurance:		
Q40 Perceive employees instill confidence	4.92	0.96
Q41 Perceive safety with transactions	5.50	1.37
Q42 Perceive courteous employees	5.31	1.32
Q43 Perceive employees have knowledge to answer questions	4.77	1.22
Mean for assurance dimension	5.13	0.29
Empathy:		
Q44 Perceive individualized attention	4.96	1.09
Q45 Perceive convenient operating hours	4.27	1.77
Q46 Perceive employees give personalized attention	4.96	1.06
Q47 Perceive have members' best interests	4.23	1.48
Q48 Perceive employees understand specific needs of members	3.73	1.53
Mean for empathy dimension	4.43	0.47
Overall Perceptions Score	5.05	0.48

Problem Resolution

Perception: Yes-Problem (n = 50)

Variables	Mean	SD
Tangibles:		
Q27 Perceive modern-looking equipment	6.33	0.86
Q28 Perceive physical facilities visually appealing	6.59	0.63
Q29 Perceive employees to appear neat	5.67	0.83
Q30 Perceive material visually appealing	5.10	1.11
Mean for tangible dimension	5.92	0.58
Reliability:		
Q31 Perceive promises to be kept	4.73	1.40
Q32 Perceive sincere interest to problems	5.53	1.47
Q33 Perceive service right the first time	4.28	1.21
Q34 Perceive services to be provided at specified time/date promised	4.73	1.34
Q35 Perceive error-free records	4.41	1.35
Mean for reliability dimension	4.53	0.18
Responsibility:		
Q36 Perceive employees tell when services will be performed	4.65	1.14
Q37 Perceive employees to provide prompt service	4.63	1.25
Q38 Perceive employees to help members	4.86	1.33
Q39 Perceive employees will never to busy to respond to member requests	4.45	1.38
Mean for responsibility dimension	4.65	0.15
Assurance:		
Q40 Perceive employees instill confidence	4.67	1.17
Q41 Perceive safety with transactions	5.12	1.42
Q42 Perceive courteous employees	5.33	1.29
Q43 Perceive employees have knowledge to answer questions	4.61	1.25
Mean for assurance dimension	4.93	0.31
Empathy:		
Q44 Perceive individualized attention	4.53	1.41
Q45 Perceive convenient operating hours	3.80	1.78
Q46 Perceive employees give personalized attention	4.71	1.21
Q47 Perceive have members' best interests	3.80	1.46
Q48 Perceive employees understand specific needs of members	3.67	1.37
Mean for empathy dimension	4.10	0.43
Overall Perceptions Score	4.83	0.61

Problem Resolution

Perception - Expectation: No Problem (Unweighted) (n = 220)

Variables	Mean	SD
Tangibles:		
Q27-Q5 Modern-looking equipment	1.82	1.72
Q28-Q6 Physical facilities visually appealing	1.01	1.28
Q29-Q7 Employees to appear neat	-0.13	1.09
Q30-Q8 Material visually appealing	0.42	1.54
Mean for tangible dimension	0.78	0.72
Reliability:		
Q31-Q9 Promises to be kept	-0.92	1.32
Q32-Q10 Sincere interest to problems	-1.01	1.36
Q33-Q11 Service right the first time	-0.96	1.33
Q34-Q12 Services to be provided at specified time/date promised	-0.83	1.26
Q35-Q13 Error-free records	-0.53	1.29
Mean for reliability dimension	-0.85	0.17
Responsibility:		
Q37-Q14 Employees to tell when services will be performed	-0.48	1.21
Q38-Q15 Employees to provide prompt service	-0.72	1.16
Q39-Q16 Employees to help members	-0.58	1.11
Q40-Q17 Employees will never to busy to respond to member requests	-0.60	1.28
Mean for responsibility dimension	-0.59	0.98
Assurance:		
Q41-Q18 Employees to instill confidence	-0.56	1.25
Q42-Q19 Safety with transactions	-0.33	1.25
Q43-Q20 Courteous employees	-0.49	1.07
Q44-Q21 Employees to have knowledge to answer questions	-0.36	1.16
Mean for assurance dimension	-0.44	0.09
Empathy:		
Q45-Q22 Individualized attention	-0.26	1.31
Q46-Q23 Convenient operating hours	-1.21	2.02
Q47-Q24 Employees to give personalized attention	-0.22	1.34
Q48-Q25 Have members' best interests	-1.07	1.43
Q49-Q26 Employees to understand specific needs of members	-0.82	1.39
Mean for empathy dimension	-0.72	1.64
Overall Unweighted SERVQUAL Score	-0.36	1.25

Problem Resolution

Perception - Expectation: Yes-Problem (Unweighted) (n = 50)

Variables	Mean	SD
Tangibles:		
Q27-Q5 Modern-looking equipment	2.02	1.67
Q28-Q6 Physical facilities visually appealing	1.20	1.44
Q29-Q7 Employees to appear neat	-0.61	1.14
Q30-Q8 Material visually appealing	0.28	1.79
Mean for tangible dimension	0.72	0.99
Reliability:		
Q31-Q9 Promises to be kept	-1.92	1.62
Q32-Q10 Sincere interest to problems	-2.16	1.60
Q33-Q11 Service right the first time	-2.31	1.41
Q34-Q12 Services to be provided at specified time/date promised	-1.82	1.50
Q35-Q13 Error-free records	-1.94	1.46
Mean for reliability dimension	-2.03	0.18
Responsibility:		
Q37-Q14 Employees to tell when services will be performed	-1.49	1.19
Q38-Q15 Employees to provide prompt service	-1.88	1.29
Q39-Q16 Employees to help members	-1.67	1.40
Q40-Q17 Employees will never to busy to respond to member requests	-1.84	1.54
Mean for responsibility dimension	-1.72	0.16
Assurance:		
Q41-Q18 Employees to instill confidence	-1.53	1.29
Q42-Q19 Safety with transactions	-1.20	1.66
Q43-Q20 Courteous employees	-1.29	1.45
Q44-Q21 Employees to have knowledge to answer questions	-1.04	1.53
Mean for assurance dimension	-1.27	0.18
Empathy:		
Q45-Q22 Individualized attention	-1.22	1.67
Q46-Q23 Convenient operating hours	-2.24	2.22
Q47-Q24 Employees to give personalized attention	-0.96	1.37
Q48-Q25 Have members' best interests	-2.53	1.81
Q49-Q26 Employees to understand specific needs of members	-2.31	1.75
Mean for empathy dimension	-1.85	0.64
Overall Unweighted SERVQUAL Score	-1.23	1.01

Problem Resolution

Perception - Expectation: Yes Problem - Yes Resolved
(Unweighted) (n=25)

Variables	Mean	SD
Tangibles:		
Q27-Q5 Modern-looking equipment	1.89	1.63
Q28-Q6 Physical facilities visually appealing	1.08	1.17
Q29-Q7 Employees to appear neat	-0.69	0.91
Q30-Q8 Material visually appealing	0.15	1.83
Mean for tangible dimension	0.61	0.97
Reliability:		
Q31-Q9 Promises to be kept	-1.62	1.60
Q32-Q10 Sincere interest to problems	-1.58	1.39
Q33-Q11 Service right the first time	-1.81	1.39
Q34-Q12 Services to be provided at specified time/date promised	-1.42	1.42
Q35-Q13 Error-free records	-1.77	1.28
Mean for reliability dimension	-1.64	0.14
Responsibility:		
Q37-Q14 Employees to tell when services will be performed	-1.39	1.24
Q38-Q15 Employees to provide prompt service	-1.69	1.10
Q39-Q16 Employees to help members	-1.39	1.04
Q40-Q17 Employees will never to busy to respond to member requests	-1.54	1.42
Mean for responsibility dimension	-1.50	0.13
Assurance:		
Q41-Q18 Employees to instill confidence	-1.12	1.09
Q42-Q19 Safety with transactions	-0.77	1.65
Q43-Q20 Courteous employees	-1.31	1.41
Q44-Q21 Employees to have knowledge to answer questions	-0.96	1.48
Mean for assurance dimension	-1.04	0.20
Empathy:		
Q45-Q22 Individualized attention	-1.04	1.43
Q46-Q23 Convenient operating hours	-1.73	1.99
Q47-Q24 Employees to give personalized attention	-0.89	1.40
Q48-Q25 Have members' best interests	-2.04	1.91
Q49-Q26 Employees to understand specific needs of members	-2.19	2.02
Mean for empathy dimension	-1.58	0.53
Overall Unweighted SERVQUAL Score	-1.03	0.85

Problem Resolution

Expectation: Yes Problem - Not Resolved (n=25)

Variables	Mean	SD
Tangibles:		
Q5 Expect modern-looking equipment	4.28	1.64
Q6 Expect physical facilities visually appealing	5.28	1.56
Q7 Expect employees to appear neat	6.20	0.80
Q8 Expect material visually appealing	4.68	1.26
Mean for tangible dimension	5.11	0.72
Reliability:		
Q9 Expect promises to be kept	6.64	0.69
Q10 Expect sincere interest to problems	6.76	0.51
Q11 Expect service right the first time	6.60	0.63
Q12 Expect services to be provided at specified time/date promised	6.52	0.81
Q13 Expect error-free records	6.20	1.20
Mean for reliability dimension	6.54	0.12
Responsibility:		
Q14 Expect employees to tell when services will be performed	6.16	0.97
Q15 Expect employees to provide prompt service	6.52	0.81
Q16 Expect employees to help members	6.52	0.64
Q17 Expect employees will never to busy to respond to member requests	6.36	0.56
Mean for responsibility dimension	6.39	0.15
Assurance:		
Q18 Expect employees to instill confidence	6.36	0.63
Q19 Expect safety with transactions	6.36	0.63
Q20 Expect courteous employees	6.40	0.98
Q21 Expect employees to have knowledge to answer questions	5.56	0.63
Mean for assurance dimension	6.17	0.35
Empathy:		
Q22 Expect individualized attention	5.48	0.99
Q23 Expect convenient operating hours	6.08	1.09
Q24 Expect employees to give personalized attention	5.48	1.20
Q25 Expect to have members' best interests	6.40	0.80
Q26 Expect employees understand specific needs of members	6.04	0.92
Mean for empathy dimension	5.90	0.36
Overall Expectations Score	6.02	0.51

Problem Resolution

Perception: Yes Problem - Not Resolved (n=25)

Variables	Mean	SD
Tangibles:		
Q27 Perceive modern-looking equipment	6.44	0.75
Q28 Perceive physical facilities visually appealing	6.60	0.63
Q29 Perceive employees to appear neat	5.68	0.93
Q30 Perceive material visually appealing	5.08	1.09
Mean for tangible dimension	5.95	0.61
Reliability:		
Q31 Perceive promises to be kept	4.40	1.41
Q32 Perceive sincere interest to problems	4.00	1.50
Q33 Perceive service right the first time	3.76	1.11
Q34 Perceive services to be provided at specified time/date promised	4.28	1.25
Q35 Perceive error-free records	4.08	1.44
Mean for reliability dimension	4.10	0.22
Responsibility:		
Q36 Perceive employees tell when services will be performed	4.56	1.10
Q37 Perceive employees to provide prompt service	4.44	1.39
Q38 Perceive employees to help members	4.56	1.55
Q39 Perceive employees will never to busy to respond to member requests	4.20	1.47
Mean for responsibility dimension	4.44	0.15
Assurance:		
Q40 Perceive employees instill confidence	4.40	1.30
Q41 Perceive safety with transactions	4.72	1.37
Q42 Perceive courteous employees	5.36	1.26
Q43 Perceive employees have knowledge to answer questions	4.44	1.27
Mean for assurance dimension	4.73	0.38
Empathy:		
Q44 Perceive individualized attention	4.08	1.55
Q45 Perceive convenient operating hours	3.32	1.67
Q46 Perceive employees give personalized attention	4.40	1.30
Q47 Perceive have members' best interests	3.36	1.29
Q48 Perceive employees understand specific needs of members	3.76	0.44
Mean for empathy dimension	3.79	0.47
Overall Perceptions Score	4.73	0.64

Problem Resolution

Perception - Expectation: Yes Problem - Not Resolved
(Unweighted) (n=25)

Variables	Mean	SD
Tangibles:		
Q27-Q5 Modern-looking equipment	2.16	1.71
Q28-Q6 Physical facilities visually appealing	1.32	1.67
Q29-Q7 Employees to appear neat	-0.52	1.33
Q30-Q8 Material visually appealing	0.40	1.74
Mean for tangible dimension	0.84	1.00
Reliability:		
Q31-Q9 Promises to be kept	-2.24	1.58
Q32-Q10 Sincere interest to problems	-2.76	1.58
Q33-Q11 Service right the first time	-2.84	1.22
Q34-Q12 Services to be provided at specified time/date promised	-2.24	1.48
Q35-Q13 Error-free records	-2.12	1.61
Mean for reliability dimension	-2.44	0.30
Responsibility:		
Q37-Q14 Employees to tell when services will be performed	-1.60	1.13
Q38-Q15 Employees to provide prompt service	-2.08	1.44
Q39-Q16 Employees to help members	-1.96	1.64
Q40-Q17 Employees will never to busy to respond to member requests	-2.16	1.59
Mean for responsibility dimension	-1.95	0.21
Assurance:		
Q41-Q18 Employees to instill confidence	-1.96	1.34
Q42-Q19 Safety with transactions	-1.64	1.55
Q43-Q20 Courteous employees	-1.28	1.48
Q44-Q21 Employees to have knowledge to answer questions	-1.12	1.58
Mean for assurance dimension	-1.50	0.33
Empathy:		
Q45-Q22 Individualized attention	-1.40	1.88
Q46-Q23 Convenient operating hours	-2.76	2.32
Q47-Q24 Employees to give personalized attention	-1.04	1.34
Q48-Q25 Have members' best interests	-3.04	1.54
Q49-Q26 Employees to understand specific needs of members	-2.44	1.42
Mean for empathy dimension	-2.14	0.78
Overall Unweighted SERVQUAL Score	-1.44	0.12

APPENDIX J

Club Member Comments

RETIRED:

1) More retirees would join if your dues were lower for retired personnel. If retired pay after 20 years is 50 percent of base pay then why can't dues be 50 percent of active duty? It only seems fair. For a fighter bar on Friday nights the service is not adequate. You need a bartender the quality of "Bernie", think about it.

2) Add breakfast.

3) Basically good. Unfortunately, to keep open they are unable to compete in prices. In particular, its ridiculous that the spirit prices are so high when they should be exempt from taxes. Very tough!

4) Why were questions on menu planning, quality, quantity, and tastiness or appeal of food omitted - on purpose?

5) On the 2 or 3 occasions I've eaten at the restaurant the food has been below average, i.e. cold or not cooked properly. You should also be able to order appetizers from the bar on Friday and Saturday nights.

6) More functions for retirees/widows: bridge, bingo.

7) Lower beer prices.

8) Having been connected with "O" clubs since 1942 until 1972 (on active duty) I have a great amount of knowledge on operating a club. Attendance is the key issue. It used to be that a commissioned officer was a member of the "O" club. In

fact on some bases it was mandatory! Some were located in remote areas and there were very few places to go. I still believe if we had the interest of all the members to show up for the scheduled events it would be worth having the club hours open as it used to be. It is a shame in my experience that we do not have that kind of attendance. I believe we have the best club for the most part of the USAF.

9) I use the facility so seldom that it is impossible for me to answer many of the questions. My main purpose in belonging is so I can use other club facilities when I travel. Some of the reasons I use the club so seldom are: (a) I live quite a ways from the base on the south side of town; (b) I come out to the base very seldom; and (c) there is so much going on in town itself (entertainment and restaurants) that there is no need to go to the "club". In other areas I have been stationed this was not the case and I utilized the club a lot.

10) After belonging to the Ft Snelling "O" club for 23 years, I decided to transfer my membership to Nellis because I reside in the local area. When I requested an application for membership in the Nellis Officers' Club, I was treated with indifference. I have just received my first dues statement with the wrong rank as a part of my address (and Nellis "O" club records). I have not received a membership card. First impression - not very good.

11) Service quality is generally good, excellent in the barber shop. Food prices are high for Las Vegas. Lunch menu is

limited and quality needs improvement.

12) I utilize the facility so infrequent that my opinion is invalid. I've responded mainly because my opinion may assist you in a small degree when all to often these are tossed without the courtesy and response they deserve. Observation: One or two generals got on an ego trip and built a Taj Mahal - Admittedly, the old club was sinking into obsolescence; however, it was far less sterile and much more fun. I feel it far more important to impress the paying members than a few visiting dignitaries who, by and large, use the facility in all its grandiose against you in their budget and decision making roles.

13) I *have never* used the Nellis club. I only keep a club card to have access to other Officers' Clubs when traveling.

14) OK!

15) Generally to me, the service quality is excellent.

16) The major reason we do not use the club is because we live 15 miles away and we do not like to go out at night.

17) Extend operating hours in the evening.

18) I'm happy with the service. I was recently there at a wedding reception and the service/food quality was outstanding. The bottom line is being competitive price wise with this town. Booze - a large portion of sales needs to be here and we have deglamorized consumption!. Need a come on to fill in for booze and distance to be driven are drawbacks to get the people in.

19) We don't use the club as we thought we would. Our daughter/son-in-law were married at Nellis last July and had their reception at the club. We were extremely pleased with quality of service at the reception.

20) I have only been in the new facility two or three times since the opening.

21) My association with club activities have been limited, but my experiences at the club rank very high, compared to others I have visited.

22) One must realize that a club in a city like Las Vegas has a real challenge with all the fine restaurants, many cheap buffets, and all the entertainment available. I think our club does an outstanding job competing in this environment. In my opinion the food is excellent, the service very good, and the decor outstanding. I am very proud to take friends that visit us to the club. I was disappointed over one incident that was not worth making an issue over.

23) The club needs a very fast dinner service from 1630 to 1900 hours, Monday-Thursday, for weapons school students and Red Flag. They don't have the time for a normal/slow dinner, and need a good meal. This will bring in additional money.

24) I rarely eat at the club since my retirement. I use it mostly for check cashing and haircuts. There should have been some questions regarding the food.

25) It is my opinion that the Officers' clubs were originally designed to provide the rest of the home or life style for

single or TDY individuals such as dining, lounge area, to complete the basic requirements of home living with the BOQ providing the sleeping facilities. Now it has evolved into a formal, high rank facility and a wives club establishment.

26) From my perspective, the club provides good service. I've used the Nellis AFB club facilities since the early 1960s and have seen it wax and wave with various management schemes trying to compete with all which is outside the gate. On the one hand I would like tc see a club like the Kadena AB com circa 1960-65 with all it had to offer, but the real world dictates something much less because even that would not be supported by the membership in the Las Vegas environment. Believe we should strive for a nice facility-- which we have -- with service adequate to support the on-base population with capacity to expand for special functions.

27) After 2.5 years of retirement my wife and I still enjoy using the O'Club. When we are on base we enjoy having a nice lunch there. We also enjoy a nice dinner occasionally in the Eagle Room. We attended the New Years Eve party- they did a fine job! The only problem with "our" club is all the competition that Las Vegas provides. You could probably eat out 3-4 years everyday in a different club/restaurant (lots of competition and very competitive prices too).

28) The primary problems I have observed are the following: (a) a seemingly endless stream of employees and others (delivery people, etc.) eating free at lunch time, and (b)

limited hours.

29) I don't have much contact with the club anymore, but service quality when I do is consistently very good.

30) The lunch service line needs to be more efficient, especially drinks.

31) The high marks are based on my daughter's wedding reception held at the club. Hilda and the staff were superb and the affair could not have been improved upon thanks to them.

32) Service is great! Prices for food are not very competitive for cafeteria style service. Not many low-end food options left has caused me to reduce my lunches at the club by 80 percent. Wanted to bring my parents and wife's parents to the Eagle Room for dinner when they were visiting over the holiday, but not open then. It's open now, but no one here I want to impress now.

33) Very fine.

34) Excellent. Members need to support the club by using the facilities. Then more services could be provided. To do this, commanders should have their officer calls and other large meetings at the club. Also, have dinner specials on Friday nights to encourage Check 6 Lounge patrons to eat dinner (especially Red Flag personnel). You might need to advertise/announce periodically the social on those nights to get people to go 30 yards down the hall to enjoy a good dinner. Bottom line: The staff is strapped in what it can do

without strong member support. The more members support it, the more the club can do.

35) The club is excellent and has improved greatly over the years. I have not had the opportunity to use the club more, as my new career requires much travel.

36) The club facility, staff, and food are fine **but** as a retiree I visit the base several Saturdays a month. I miss the opportunity to visit the bar, have a bowl of chili, and a beer and see some of my friends.

37) On 10 June 1992, my wife and I received an invitation to a "newcomers reception", to be held on 15 June 1992. To my knowledge, this function has never been held!!

38) Excellent!

39) Good - Excellent. However it is too far from my residence to use it often; 20 miles one way.

40) Considering its location near Las Vegas, and thereby, unusual competition compared to most other clubs, Nellis OOM is doing a great job.

41) Generally the service is good. Occasionally the buffets are poor. The food is not properly prepared (cold) and not adequately prepared. Can not understand why the liquor prices are so high. Prices are not competitive with the competition. Also, wine should be available and displayed at lunch.

42) Overall service quality is very good. They need more medium priced meals. I realize that a town like this is hard to compete with but even good places here like the "Starboard

Tack" have 2 for 1 meals quite frequently. You can also get excellent Prime Rib at almost any hotel for much less than the club. I would like to use the club more often than I do but quite frankly the difference in cost is not worth it. My recent club bulletin does indicate that they try less costly meals for January 1993. I do not approve of flight suits in the club except for Alert Crews. You can not wear a ball cap in the BX or commissary, yet you can go to dinner at the club looking like a tramp. "OLD FASHIONED" maybe but I'm not alone.

43) The Nellis Officers' Club has always offered good services. The only complaint I have is the dress code. I think that persons who use the club should be dressed properly. One evening I invited some guests to dine in the Eagle Room and there were people there in shorts. My guests and I were dressed in coat and tie. After all, it is an Officers' Club and you should require a reasonable dress code, it doesn't have to be too stiff but shorts should not be allowed in the Eagle Room. I am retired USN, 30 years service. Flight suits are OK in the club until 1800 hours, then the dress should be formal. No exceptions. Military is military.

44) Nellis is an excellent Officers' Club in every respect. Although I can not be called a regular, I enjoy the club every time I visit it. Thirty years ago I was a member of the Board of Governors of the old Nellis Officers' Club. What a vast

improvement this building is!

45) Service in the Eagle Room is outstanding. Would suggest the addition of two wines to the section. In addition, something comparable to elevator music would be a nice touch to the dinner area. The appearance of the club is outstanding and I am pleased to bring a guest for dinner.

46) I have maintained membership however, I rarely visit the club.

47) The new management is excellent. The barber shop seems to lack flexibility on cuts for retired people. Appears to be a resentment for walk-ins.

48) I am not pleased with the billing procedures. There has to be a better way.

49) We had excellent service for a wedding reception.

50) The present quality of service is excellent. I have attended many large functions that were as fine as any in town - breakfast, lunch, and dinner. For the retired community and for these active duty personnel not at work it would be an added incentive to use the club if the bar was opened in the afternoon. It would also help the club if the base chapel would perform weddings for retired relatives beyond the age of dependency. My daughter, age 33, was just married, the Base Chaplin said, on inquiry (face to face), because she was no longer my dependent they could not perform the ceremony, therefore, I had the wedding reception at Spanish Trails C.C., a sit-down dinner for 185 friends.

51) The Nellis "O" Club is an excellent, well managed facility that should appeal to both active and retired members and families. It is not, however providing sufficient incentives to choose dinner at the O'Club versus dinner at inexpensive restaurants, particularly hotel/casinos in Las Vegas, particularly for the very large and constantly expanding number of retirees here. Lunches are competitively priced, but dinners are not for repeat attendees. Many retirees would look forward to one night per week (Friday) for dinner and dancing at the Club (live of taped music). Possible results: attraction of new members and higher "volume" attendance. The quality and service are excellent. The cost is not quite competitive enough for retirees to drive "way out" to Nellis. A shame for such a great facility. Perhaps an advisory group consisting of a diversity of membership including, active and retiree could "brainstorm" the problem and present ideas for consideration (and employees).

52) Prices are currently high when compared to the local economy, except in the Barber Shop. The lunch buffet is high for what is offered and many times club cards are not checked when the sign says otherwise. Banquet prices appear high when compared to the local economy also.

53) Only one - when I inquired about having my office dinner party at the club I was told I had to submit letters to commanders etc. for all the necessary permission. I am an active member in good standing and I believe as a retiree, I

should be able to set up a dinner party directly with the club. Also, I believe the club could be loosing good business with a policy like this.

54) My fiance and I made arrangement to be married in the Thunderbird Room (in writing), only minutes before the ceremony we were moved into a back room totally void of decor. Our wedding pictures look like we were married in a hospital. (Picture was enclosed). Lunch: a better choice, a well prepared sandwich, a good vegetable type soup (fat free), and less salt on things. Dinner: a buffet or a menu with selections under $10.

55) The Officers' Club does not offer significant services to retire personnel. I have tendered my resignation. Charges for meals in the dining room are not competitive with local community resources. My monthly dues are $15 per month. I do not receive full value for this sum of money.

56) Have a Mongolian Bar-b-que monthly. Dinner charges for Daedalians are excessive.

57) I would like to be able to participate in Saturday night activities, i.e. dinner and dancing.

58) Only one waitress on duty in the Eagle Room for dinner which results in long waits for service. Closed on Saturday - Tuesday: doesn't leave many options for using the Eagle Room.

59) All services are very good. The only improvement would be to have the main bar open on nights when the Eagle Room is booked heavily. Patrons like to have an after dinner drink in

a relaxed atmosphere other than the casual bar.

60) The Catering Manager is marginal at best in ability. She gives the impression of disorganization. The head waitress, cook, and other ones are much better. I can't find any one person who seems to know the operation and care about the members.

61) We have the most beautiful facility in the southwest. Its a pity that services have to be continually curtailed (hours and days). I guess it goes with the territory when you co-exist with the Las Vegas casinos. Service is OK. We live in Boulder City, a bit too far to use the Club as often as we'd like.

62) We are unable to use the Club during the week except when the meals in the Eagle Room were moderately priced. We don't need a multi-course dinner, its too much food! Maybe the whole Club is too elegant and too expensive to support. Then lower its service level, make it available and cost-wise attractive to all members. I admit, the competition locally is tough. The Club's strong suit is its atmosphere for dining and face it, drinking, but it needs another source of revenue and why not install slot machines. We had them in 1951. Get a law changed.

63) Food service and quality are above average. Prices are average considering the current economic conditions. The bar service is poor, the bartender's attitude is poor.

64) Operating hours are too short.

65) I feel the club offers pretty good service however, it can't compete with the local casinos that offer so much just to get people inside the door. The club operates in a disadvantage in that respect. The facility is outstanding however, it must pay for the energy it uses and that also puts a crimp on its style.

66) Fairly good service. Lunch in the Eagle Room is superb. I used to come to the club more often because I could use the three $2.00 coupons.

67) The quality of the service and the facilities are great, however, the cost to use the club for social gatherings is prohibitive. I belong to an organization that wanted to have their Christmas party and several other gatherings at the club but we just could not afford to do so, although we would be generating income for the club. Also, there seems to be a lack of events for the members. This is especially true since the last year to year and a half. We need to get more people coming to the club and more organizations using the facilities for meetings, etc. PS: This club has outstanding employees.

68) Courteous and effective service.

69) To date I have not had a problem. I was a club member from 1973 to 1989 but left the state in 1989 so I changed my membership. The new club facilities are a welcomed improvement. Hopefully the services and menus will continue to show improvement. I would like to see a "retiree night" once a month.

70) Service at the club has always been excellent. The new club building and facilities are beautiful and have greatly increased our enjoyment in using the facilities.

71) Generally excellent.

72) The hours during which the club operates seem designed for the convenience of the club, not the members. I would be much more likely to eat dinner at the Club on weekends. The check cashing facility needs to be open on the weekends. The Club should feature heart-healthy meals and alternative meals for diabetics. Judy runs the Barber Shop great; like the club should be run. My grade does not appear on my club bill envelope address - I resent this! Notice how, in the monthly newsletter, the active duty Captain's grade is used but the retirees is omitted in regards to the section "Winner's Circle". Years ago the club told me it was "too much trouble" to use the retiree's grade (member enclosed a copy to prove this allegation).

73) The facilities and service are probably in the best shape I have ever seen the Nellis club (going back to the 1950s!). I feel that for the retirees' the competition with what's available in Las Vegas and the strip is just too much for them to favor the club. In my opinion, the club has done about everything in its power to over come this liability, but the competition, in total, is overwhelming! For example, better prices, 24 hour availability, distance from home to base, greater variety of foods. All these combine to provide

convenience which is hard to overcome for retirees.

74) More assigned parking for O6s and more tables for two.

75) Gourmet dining in the Eagle Room - service is prompt and cheerful but if we are going to bill the Eagle Room as "gourmet", I believe service persons' should be trained in those "nuances". Service that makes gourmet dining an event.

76) Since April 1992 as a member basically can say service in all categories were excellent.

77) Nellis has one of the best clubs I have been a member of, including those at Homestead and Ramstein. I would anticipate a lot of difficulty running an O'Club in Las Vegas, where food and entertain are abundant and cheap, but the Nellis club has *done a good job.* Meals we have had are consistently excellent. Additionally, our wedding/reception was held in the club a year and a half ago and was done in an exceptional manner. I miss the old fighter pilot bar of the old club, but of course those days are history.

78) This is a beautiful club and service has been excellent. Most of my visits are for lunch since I seldom get out at night and I live in Sun City/Summerlin. I have had a few lunches that I would question the quality of the food. Find a good Mexican cook for when you serve Mexican food. Have a few more buffet lunches.

79) On occasion there have been delays in service at special activities, but for the most part, the service has been excellent. The appearance of the hot food area in the lunch

service area could be improved. Just keeping the door to the kitchen behind closed would help.

80) The service has always been of high quality. The lunch hours should be extended, i.e.' 1130 hours to 1400 hours.

81) I use the club very little.

82) The facilities and the service of the club are excellent. I have never worked on the base so I do not use the club frequently. Base clubs which I remember - if I was on base every day and if I used it more frequently, it would provide a comfortable atmosphere where I could eat all three meals, with or without friends or family; where I could lounge with friends for talks or drinks in a not-so-noisy atmosphere. Obviously, the current facility incorporates little sound suppression in its design, i.e. it isn't cozy in the front bar and the back bar is seldom open.

83) Good. Avoid loud socializing by Officers' Club staff (kitchen staff) with the members in the dining room. Avoid greasy food during lunch.

84) My general feeling is that the club provides very good service and excellent facilities within the limits of its membership. I would have to rate the club high in its administration and delivery of services and entertainment.

85) We do not use the O'Club very often, however the quality of the service has always been very good. We travel a lot and are able to use the other O'Clubs. Nellis ranks high on the list for service.

86) Generally, very good.

87) Food and food service needs to improve especially at lunch time as well as breakfast. Activities need to be planned with the intent of attracting all members to participate and not for just special interest personnel and/or groups. Prices need to be compatible with the local establishments.

88) Service is good. Dining room is pleasing. I play bridge once a month (4th Wednesday) at the club and the service is great and the surroundings are nice. The club officer goes beyond the call of service. He once provided a jacket to a guest who complained about the A/C being too cold. The food is good and the German menu is a pleasant change.

89) I think the Officers' Club offers excellent service. I would like to see more informal functions, especially in the summer. Perhaps the club could sponsor a member's only golf tournament with drinks and snacks at the club after the tournament. (Same for a fun mixed doubles tennis evening).

90) The club is beautiful and the employees are great. I have couple of problems with the club however. Prices are too high (for dinner) in relation to what other comparable restaurants charge. I understand that this is due to overhead, and in particular labor, and because gaming is prohibited. The second problem is in regards to the hours of operation. My wife and I both work, and when we dine out, it is generally on the weekends, which is when the club is closed. The last time we had dinner at the club, we ate alone in the Eagle Room. I

got the feeling that the employees were sort of surprised to see customers! This was (I think) on a Thursday night. I think of the club as analogous to the great big house that you get into, and then can not afford to turn on the utilities! Looks good but not functional: You are "house poor", are we then "club poor"?

91) Some improvement in menu selection and food quality. Service however, has always been very good!

92) Excellent.

93) As a dinner/lunch facility, the most important feature is great food at low prices. The club has historically increased prices when trying to make more money. This, in my opinion, usually results in less income because you serve fewer people. I believe the club can attract more people if it is marketed well and the service is great. Most times I have used the club for dinner, I have left disappointed for various reasons.

94) I rarely use the club.

95) Barber Shop - I used to use the barber shop because I could make appointments but the last time I was there with an appointment, I sat and waited well past my time while others were served ahead of me. Eagle Room - took some friends on a Friday night with a reservation. The entire dinner took 2 1/2 hours with most of the time sitting and waiting with no service. It was a total disaster. Later in the bar there were bottles being tossed around and broken, some very close to my friends, which did not impress them in the lease. I go

to most of the meetings in the Daedalion Room and have been very impressed with the service from the bartenders and the food servers. The food has always been very tasty. I do not use the club very much.

96) Great service for me. A once a month reservation for a haircut, an occasional lunch and/or a drink at the bar. We had my brother's (and his wife's) 50th wedding anniversary at the club in June. Excellent planning and food service and many compliments from friends and relatives from all over. The club staff made it easy for us with suggestions, where to get this or that etc.. The food was excellent.

97) I use the club infrequently due to my travels, however my experiences are positive. Banquet room service has been #1. Meals over 7 years have always been good, however the value is perhaps lessening because costs are going up. Why not slot machines in clubs in Nevada? Eagle Room dining (lunch) is a good deal but I experienced the single waitress service was way behind!

98) Charges for room use are too high! Can't buy your way into a class/profitable club! Try to compete to some degree with the town in some areas.

99) My husband ate frequently in the Officers' Club for lunch. We ate there occasionally for dinner. When it was necessary to have a room and light refreshments available on an overnight nature far after our service, coffee on the day of the funeral, Dan De Voe, Club Manager, came to the our rescue.

A lovely room with a fireplace and appropriate refreshments provided us a nice and convenient meeting place for our guests. My husband used the Barber Shop on a frequent basis and was very pleased to support Dan and the entire club facility.

100) I have noticed on several occasions when my wife and I were in the Eagle Room enjoying our meals; the club manager would enter and great an individual neglecting the others in the dining room. This in my opinion is an insult to the other members and their guests in the room. His attitude in this direction is appalling, and should be changed immediately. I have spoken to other club members, and their opinion to my surprise was the same as mine. I strongly suggest that all employees make it a point to at least give some salutation to members and their guests when they come into contact with them, and make them feel they are welcomed. It would go along way in achieving a good relationship. Because of the situation many persons had not returned to the club.

ACTIVE DUTY:

1) The facility is very handsome and that is very important. Overall, the club does a fine job.

2) Service is excellent - Food quality/taste needs improvement. I was told the food was poor when I arrived in 8/92. I ate in the dining room one evening and doubt if I'll be back.

3) The bar needs more than one bartender on Friday nights.

4) I am a recent arrival at Nellis but have seen many OOMs. As you have discovered, the success and quality of any business is directly dependent on the clientele. Nellis' facilities are top-notch compared to others in Mississippi, Alabama, Arizona, Texas, Massachusetts, and Washington D.C.. The atmosphere, surroundings, and decor are pleasant, and the personnel friendly and helpful.

5) The club service does not impact as much as the quality of the food. Because of this, places like Time-out will continue to be my choice for lunch.

6) The service at Nellis is average. The appearance is above average.

7) I belong because it is expected and don't care generally. However, I tried the Eagle Room and found service so bad I haven't gone back in several months and don't expect to go back. The noon cafeteria service is OK for institutional chow halls. I'd pay more for good service and more comfort.

8) The club provides good service at reasonable prices.

However, they are in a tough market which offers a lot more entertainment for the same dollar. When I have patronized the club, usually for functions, the atmosphere seemed dead. Without gambling, and with DUI laws getting tougher, I don't know what the club can offer to improve membership use.

9) Other than an occasional lunch, I don't use the O'Club very much. It really doesn't offer any specific "services" that draw my business (although I do pay $18.00 per month). I'm sure this is the crux of the problem for the O'Club. It looks great and the food is usually pretty good, but there doesn't seem to be very many tangible benefits associated with membership. Are the prices less expensive then elsewhere? (If they are, this should be emphasized to get rid of the perception I've just described above). As a military member, I can cash checks at the BX, so that incentive for membership is not very compelling. I don't have much need for a caterer. I think I'm a fairly typical member.

10) Good club generally. I don't think they adequately target their largest group of potential customers-- TDY personnel. With all the alternative establishments in the Las Vegas area, the club must offer something other than convenience to attract business.

11) I'm still PO'ed because of the price increase in the bar. I'm not a big drinker and am not affected by the increased price in drinks at the club very much. I wish they could have chosen a different way to increase revenues.

12) We are new here and have not encountered any problems.

13) With some of the finest banquet/meeting/special occasion facilities around. The caterer is a very key individual. The current caterer is doing a good job (far better than the last two), but she is tasked to the max quite often. Special emphasis needs to continue in the catering area, as there is a high profit potential from the banquet facilities. Las Vegas is a tough town to compete with, but it sure would be nice to have some way of getting more members to dine at the club. Overall, I'm very happy with our Officers' Club.

14) Don't really care! O'Club is focused on providing DV and T-Bird support. In so doing, the ability to blow off steam at the O'Club has diminished. The only reason I belong is I am forced to. The two star does not seem to understand having the cops posted outside the door on Friday nights or any other night handing out DUIs is unacceptable. I also do not need the hassle as provided by Tony Wise (one-star). When he closed the bar on a Friday night and forced all on hand to exist the place. YGTBSM! These people must realize you need to invite the women from downtown, bring back the topless go go dancers, and use the SPs to provide rides home rather than forced DUIs. This club will also never be hit when the General holds a gun to your head to meet his payments on a loan for the building that was designed to support only DVs and T-Bird PR inductions. Tell them to joint ranks the club and close the NCO club.

15) Good service, I haven't had any problems.

16) Fair. Hours are poor by not being open on Saturday, Sunday, and holidays.

17) The food, particularly for banquets, is poor. They just can not do it. Old club was better - atmosphere. New club too much "holiday inn".

18) The dues are the highest in all the Air Force $18 per month = $216 per year. Benefits, coupons, and club prices should improve with such high cost of dues. I had lunch with two friends in the fine dining room. The meal took 60 minutes to arrive. Service was poor and the food was cold. Poor first impression keeps me away from the O'Club. Would like to see more functions - i.e. informal gatherings/socials for the members. I will probably resign from the club due to the dues factors.

19) Special nights and other amenities which only seem to proliferate when "flags" are in town.

20) If you are trying to increase business at the O'Club from its members, service is not the issue. The types of events they offer is what it should concentrate on. In two years, no one has asked us what we would like (at least not in this format). In all my dealings with the club, service has been fine. What happened to the all-you-can-eat seafood and Mongolian Bar-B-Que?

21) I am very unsatisfied with the Nellis Officers Club for two reasons: (a) lack of value, and (b) boring activities.

The quality of service is fine, however the price of the services is too high, hence poor value. Drinks are expensive, lunch is expensive, and charging for ice tea with lunch is ridiculous, when members pay $18-$20 a month for dues. Activities are boring because there is no patronage, i.e. attendance on Friday nights. This is very easy to correct. Solution: allow civilians to sign in on base Wednesday and Friday nights, without a sponsor. This practice has been used very successfully at NAS Oceana, and NAS Miramar, and Fort Story. These clubs were packed on Wednesdays and Friday nights, and Sunday, and cash flow must have been tremendous. I realize, however, that this proposal is too progressive and will never be approved by or allowed by the OWC. This is unfortunate because the O'Club is supposed to be primarily a social club for active duty officers with a secondary role of serving food.

22) Cashier's Cage is not open enough. Prices are too high, especially monthly dues. Not enough entertainment or activities for younger officers.

23) "Meat market" in the bar on Friday nights. Tough to compete with local entertainment establishments. Food and entertainment cheaper and readily available at all times.

24) I don't think the club really gives a damn about the general membership or TDY personnel. As with most clubs, the emphasis is on pleasing the base commanders. Each "Red Flag" is a potential gold mine for the club, but little effort is

expended to entice the TDY dollar into the club, hence most of them go downtown.

25) I think the club will always have problems drawing people for evening dining because there is too much competition from downtown. The base would do better with an all-ranks club. Lunch at the club is great!

26) I use the club when I am TDY to Nellis, which is about twice a month. My one gripe is that the cashier's cage always seems to be closed when I go in after work. Its not a show stopper but it is an inconvenience.

27) It is not the service necessarily but response to user requests. We have tried, time and time again, made suggestions and comments but rarely does the club do things in the member's interests. For example, we suggested fruit cups and such, rather than chips with sandwiches. The club still charges if you want fruit in addition to a sandwich.

28) We are very pleased with the service and facilities provided at the Nellis O'Club. We have had dinner on several occasions and have not been impressed with the menu and food quality in the dining room. We would like to entertain guests at the club but have always felt we could always receive a better meal at numerous restaurants in Las Vegas. Improve the menu by providing healthier low fat options. Dinner entrees should not be cooked from frozen processed meat patties.

29) Yes. Make the Check Six Bar more user friendly. The perception of a show place instead of a good bar to have fun.

30) I feel the service is generally very good. Only exception is on Friday nights at the club. Should have more bartenders or waitresses. I think some effort should be made to entice other officers on the base besides TDY pilots. I have an impression that it is a pilots only club. I know there are plenty of officers here on base who would go if it were not built up to be a pilot's club.

31) As far as the service goes, its fine when its provided. Quite frankly I use the club to cash checks and get a haircut - on rare occasions I visit the bar on Friday nights. In my opinion the club still operates the way it did five years ago when it was subsidized by MWR; providing the services they want to provide, when they want to provide them, with little insight to the desires of the membership. I have been to social gatherings of 300+ when there were only two bars open and one bartender for each. Its unfortunate this club has to be located in Las Vegas where one can get better quality food and drink at cheaper prices and not be restricted by dress standards or narrow operating hours. The only way the club will succeed is to be competitive in the Las Vegas community by providing services, facilities, and entertainment commensurate with the rest of the city, Club employees must also rid themselves of the attitude that pay will come regardless of how many people frequent the facility.

32) Contact is limited to mainly check cashing, lunch, and special occasions. Service has always been good and I have

made comments on some changes I think would be helpful. The changes have not been made, however, I left no name for contact. Overall, I have no complaints about the O'Club. I do not have a need to use the club other than for week-day lunch. I prefer to go home in the evening versus eat at the club for dinner, and activities (bar and parties) do not interest me.

33) Add extra bartenders on busy Friday nights. Don't use the club that much except the bar on Friday night.

34) Excellent. Our unit had our Christmas party at the Club. The service was excellent, the food was outstanding. The price was very reasonable.

35) Open the Club on weekends and improve the quality of food.

36) Excellent service so far. The employees are the key. Get more bartenders in the Check 6 Lounge during Flags, Exercises, etc.

37) When a female presents the birthday cake or champagne, don't automatically assume she is a dependent wife and inform her this is a privilege reserved for club members. My point is, treat everyone equally. Don't assume a female is a non-military member. This has not happened to me here, but at two other bases. I'll try it out in January.

38) Very good considering the costs involved. Open the piano bar as often as feasible.

39) Overall outstanding. Only slow area is the Casual Bar on Friday Nights during a Flag Exercise. Even then having two

bars open really helps but another bartender would be nice.

40) The food is great although not competitively priced with the downtown. The furnishings and facility are great along with the employees. My biggest pet peeves are the following: (a) The NCO Club caters to Flag exercises and not to its own members!! When are club cards checked? Never! Dues paying members are paying for all the free munchies for a lot of non-members, please go check for yourself on any Friday night; (b) no graduated fees! Why should a young 2Lt have to pay as much as an O6 or General Officer?

41) At General's civic leader BBQ, employees ate their meals when dessert should have been served; plates served (their own personal interests came first!). Large functions (luncheons) truly lived up to the "rubber chicken" axiom! Plus small quantities. Commander's policy ("I want names of members and non-members -- if you are not a member, it shows no esprit de corps and may effect career") is against Air Force policy and hurts its image. O'Club is not a charity we should support; its a service organization. All I get for $18 is "no harassment by the CC" and "privilege" of using my card number at official functions.

42) The problem with the O'Club is not the employees but the overall direction for all operations. The club is currently trying to become a more profit motive operation but this needs to be carried further to all services. The biggest example of this is the Officers' bar facility. During surge times

typical operations will involve only one or two bar tenders. This would not happen in a profit organization. I know this is only one example but another is the layout of the lunch area. Its a waste of physical space and limits options for customers. Poor use of space.

43) I like the luncheon menu, and occasionally dine there in the evening. However, it is not a family oriented facility and therefore I only use it for what is convenient.

44) Overall service is excellent. The employees show a genuine interest to do a "quality" job and take the concerns of the patron to heart, overall a good club. The only thing I would suggest is to increase the aviation/ Air Force history and tradition. This is important to the younger officer to see where we have come from.

45) My wife and I are pleased with the assistance we have received from Hilda for special events. We are displeased with the fact that the club does not cater to junior officers (i.e., New Years Eve). The club also does not compete with the prices downtown.

46) Finally normal evening dinners! The other is too expensive.

47) Good. I wonder how many people use the coupons? At one base, we could apply the amount spent towards the monthly dues and we used the club a lot more. Don't use the club much here, so many other places to go.

48) We have not eaten dinner at the club for over a year

because a couple of dining experiences were not very favorable. The food was either over or under cooked. Drinks in the Check 6 Lounge are over priced. Drinks are less expensive downtown (should be the other way around). Open membership defeats the purpose of the club. No real specials any more; all you can eat, 2-4-1 Prime Rib, etc..

49) The club's physical facilities and appearance are among the finest in the Air Force and the courtesy of the staff is outstanding. However, it doesn't attract me as a place to frequently "hang out" after duty hours. A room with a much more casual atmosphere (i.e pool tables, dart boards, music, etc..) would be a plus. Too stuffy - needs more fun. There is nothing wrong at all with the quality of service at the club. I'm just not sure its the type of service people want.

50) Management has a rather loaf and distant approach to answering questions or providing information. Every time I have had to hunt (literally track down) someone to answer my questions.

51) This club is one of the top thirty percent in the U.S. I like it!

52) I have always been treated well by the employees. The employees have never been a problem. The problem is the prices. Since the opening of the new O'Club, there has been a large increase in prices and a reduction in the coupon value. Additionally, the coupons have been made to be limited to times of the day. The purpose of which is to have members

use the Club at these various times. However, for myself the effect has been the opposite.

53)I think the O'Club is a very nice facility. I just never get a chance to use it much.

54) Great lunch - price and menu. Will not eat dinner at the O'Club because there are too many great options downtown. The drive or crowds are not a problem with the wide variety and locations. O'Club should not even try to compete with downtown. Focus on what the club does well; luncheons, bar and lunch time menu. Focus evenings on support dinner parties/functions.

55) Serve Mexican and Italian food for lunch on a given day every week (such as mexican day on Tuesdays and Italian day on Thursdays). Lower price on food, O'Club is way too expensive. Bring back the sandwich line like it was 6 or 7 years ago (big sandwiches). Quit catering so much to the O6+ crowd and pay more attention to the junior ranking officers (O1-O3). Turn down the music in the bar on Friday nights. It is so loud. I rarely go in there any more (it is too loud for such a small room). Either ban smoking from the bar or get a much better ventilation system. And finally, lower dues.

56) The best of service I have ever had.

57) The service is not the problem. The cost of dining is the real problem. Lunch is very reasonable, dinner and the occasional buffets (ethnic) are very expensive and offer poor quality. I'd like to see less expensive meals and better

quality ethnic buffets.

58) Sporadic is the best way to describe the service. When proper emphasis is placed on an event, the club can come through. The key to that success is organization and communication between the staff and attention to detail. If proper emphasis were placed on those three items every function could be a huge success.

59) The traffic flow in the food serving area is awkward. Glasses look very dirty. The chili is a gut wrencher, it made one friend turn green and gives others diarrhea. The bar is too loud, smokey, and too little snacks are offered at happy hour. The lunch service in the Eagle Room is too slow. Members should not have to pay to reserve a meeting room if we are already members. Maybe the club's time has come and gone. Sick of paying $18.00 for **nothing**.

60) Overall, the quality of the club is good. Since I work midnight shift, I am not always able to use the club as I would like. I use it primarily during the lunch hours, business meetings, and occasionally for functions. The club would be better supported by the active duty officers if the club was able to cater to their needs. Recent incidents with TDY pilots have really turned several of my colleagues away from attending the club on Friday nights. A Sunday Brunch would also be helpful along with better weekend hours. Lets strive to meet the needs of the officers on base who live and work here, not just the retirees and those TDY.

61) This club has the potential to be one of the most profitable in the command. Outstanding appearance, well managed and great location but unfortunately, they are not allowed to compete fairly. Negativism towards NCOs allowed in any function and having their hands tied to compete fairly with downtown Las Vegas are big drivers toward non-participation. I realize its an Officers' Club but when not used, let the masses enjoy. Where are the slot machines? It is legal in this state and absolutely necessary to compete in Las Vegas. If for no other reason than to reduce the cost of meals to competitive pricing. Funds could be used to sponsor reasonable or family type shows. These problems are outside the club's control and I do not hold their management responsible.

62) Service is very good usually. My only real complaints about the club has to do with he price of drinks in the bar.

63) Extend/expand the Cashier Cage's hours and increase the check writing amount.

64) The Nellis Club does a pretty good job for lunch and the bar. It is a bit over priced on its dues. However, all in all, the Officers' club is an endangered species and perhaps that is not so bad. A joint Officers/NCO club would probably hold its own better and provide service better to all members. The reasons O'Clubs prospered in the past are rapidly going away (lack of nice places to eat near the base, "dry" areas, separation between military and civilian lifestyles, etc.) and

are making separate clubs a real financial liability. I think senior officers and retirees are the last bastions of support for separate military clubs.

65) The club is in the inevitable position of competing with the large number of quality establishments in Las Vegas, but the club is stuck doing the old things. I think it needs to try new things such as a varied lunch menu, expanded bar menu, a clearly defined happy hour, and bar snacks. There seems to be a pervasive, apathetic attitude. There is a terrible lack of imagination and energy among staff and management. Why not change the uniform in the bar to a more sporty look like sports jerseys and jogging suits? Maybe get some premium beer like Double Diamond on tap? Do a special promotion? The club needs some new direction and get the staff to project an image other than I'm here punching a time card. The club might want to work with unit commanders to have special unit activities or challenges. The bottom line is that the club needs some new blood and new ideas to get out of a rut.

66) I have no problem with the lunch, bar, or barber shop service (except the hot sandwich line is slow). I do not come to have dinner because it is so far away. And dinners are expensive. During special banquets, i.e. Christmas, luncheons, etc., the service is very slow. No one brings more water or coffee and getting someone to bring decafe is impossible. They need more people working banquets.

67) The cashier's cage should be open on Friday evenings.

Additional bartenders on predictable busy Friday evenings. Don't water the lawn on evenings when temps are below freezing and large events are being held - i.e. Christmas Parties/ Red Flag Graduation. The sidewalks turn to ice and women in heels face grave dangers (first hand experience). Basically, we are very happy with the Nellis Club. The lunch crew is especially courteous (cooks, cashiers, etc.).

68) Cut dues and add breakfast.

69) I feel no one, from the WG/CC on down, has any business knowing who's bills are delinquent - under 2 months. Past that, it needs to be followed up. People make mistakes and I don't appreciate the entire base knowing about it!

70) The Nellis AFB Club is a good one. I would like to see it open for breakfast, but understand why it is not open at that time. It is tough to compete against the hotels in Las Vegas, especially when they are supported with gambling revenues. I am proud to be a member and plan to continue to stay associated after retirement.

71) Its not the service, its the price and the lack of providing what the members want. **One** complaint on Lingerie Night led to banning an event that brought in people to the club. Accounting should be reported to the members not MWR or the chain of command. Put it in the monthly statements a full and accurate disclosure of our money for our club, since its existence depends on support from its customers. The chain of command and the Air Force must give the decision making

authority to the overall membership. Yes, we must be sensitive to modern social problems like sexual harassment, etc., but we also need to understand what makes a club a success. Men and women socializing.

72) I am very impressed with the club and the service.

73) Reduce my dues by offering slot machines!

74) Just fine. I pretty much use the club to eat lunch, cash an occasional check, and to stop by the bar once in while on Fridays.

75) Do not like the policy of charging $10.00 for an overdue bill, and sending letter a to the 2-Star. Had a friend who accidently under paid his bill by 5 cents - yet was charged an additional $10.00 and the name was sent to the General. I understand if it is a consistent problem, but just because the club is over-extended is no reason to slam its members. Anywhere else, the members would have quit. Only the threat to careers kept others in our division in the club. Also, the club should be open for breakfast during the week 0600-0800 hours. Burger King gets really old for early morning briefs.

76) Management should not allow TDY pilots on Friday nights to steal things, break glass and cause such havoc. I no longer wish to support the club on Friday nights. If something is scheduled, then advertise it. And if it is canceled, then have the decency to put up a sign or something. (Comedy Night, Nov or Dec 92).

77) Good service. I have always thought all USAF Officers'

Clubs should take on the same type of attitude as Canadian Officers' Clubs.

78) The $21.00 per month dues is too much for my little use. I feel I pay for a check cashing service.

79) Overall service quality in all areas is excellent. Consider the following: (a) Lowering prices (I know it doesn't seem logical but that's because the club is too "bottom line" oriented and not customer-oriented enough). Lower prices and see what happens. You'll probably be surprised. (b) "Squadron nights" - when a designated squadron gets a steep discount on dinner , or lunch, for showing up in mass (good esprit builder too). (c) How about opening up the bar during the playoffs on Sunday afternoons (and maybe do a Sunday Brunch also). If you do you must advertise beyond the monthly bill flyer. Most people do not read the small print or the calendar. (d) Friday fashion shows during the lunch hour. I don't mean lingerie shows. I mean a no-kidding fashion show. George AFB O'Club used to do this and the place was packed to the rafters every Friday. Lots of wives would come and bring their husbands with them. (Actually, the guys like to go to look at the babes!) Surely we could line up something with some of the stores in town. But again, you must advertise. Important Safety Tip: Turn down the volume in the bar on Friday Nights about 10-15 decibels. I'm loosing my hearing beyond what J-79 engines did to them.

80) Generally good. For improvements, I recommend changing

the current booking policy when reserving a dining room for military functions. You must explain what a service charge entails and why our meal servers receive no money from this charge. You stated you wanted to compete with outside establishments. It is common practice to charge a "service charge" for large groups for the servers tips. We felt deceived that our servers would receive no tip had we not reached into unit funds to rectify this embarrassing situation.

81) I use the lunch facilities the most. The cashier and clean-up people are always friendly and helpful. The cooks can occasionally be less than helpful! I recently organized a squadron function at the club. It turned out very well. The waitresses did an exceptional job! However, (and this seems to be a common complaint) as you go up the chain of commend in the club, the service and courtesy drops off. My discussions with the Club Manager prior to the party left me very concerned about how the party would turn out. Some prices were quite hefty (1 gallon of Egg Nog for $25.00). When we were done with the party and settling the bill, I was surprised at how small a tip was included so we added extra. The recent reductions in coupons provided with the O'Club statements was very disappointing.

82) Service is excellent. The lunch menu needs a more healthier variety, The daily special is rarely anything but fatty or fried.

83) The manager is working hard to make the club a good one. He has a tough job because so much money was spent on the "looks" and now we as members are having to pay for it. I belong because I have a responsibility to be a member. I don't go to the club much because it doesn't fill me needs.

84) A bouncer on duty so when people start to trash the bar should get thrown out and/or prosecuted depending upon the severity of the damage to the property. I used to bounce in college and we didn't put up with half the nonsense I see Air Force officers get away with when they start drinking. Officers and gentlemen...

85) Add breakfast and better happy hour prices/food.

86) Lower prices. Lower dues. Better hours. Eliminate smoking 100 percent. Compare with downtown. Encourage family dining.

87) Increase the hours of operation of the dining room especially on Friday and Saturday nights. Also get away from the "fine dining" in the Eagle Room. Have the dining room offer lower priced meals catering more to families. I think usage of the dining room would greatly increase. Contact the Hill AFB O'Club who has a similar program.

88) Limited experience but feel personnel are generally friendly and helpful.

89) I think the service is good but the prices should be lowered or more lunch/dinner specials. The food is good but sometimes the bar help is not the best.

90) In general excellent. Only problems have been with setting up special functions and none of those have been recent.

91) From my view service is only part of the issue with regards to what's wrong wit the club. In fact, I don't really have too much of a problem with the service. My problem is with the "changes". $18.00 per month membership dues are **too** much. Members are being forced to pay the mortgage on a monument to the egos of past senior officers. This club's physical plant goes way beyond our needs and I resent having to pay for it. Because of the excessive overhead requirement, the club charges excessive room user fees for group activities which deter my business. I go to the NCO club for these events. Its free or at least very reasonable there. We bought a chandelier when a cherry is more in the price range for most members.

92) Need to extend the operating hours.

93) The people who work at the club are helpful enough. I believe that a total sit down lunch with cheap meals would be a very good idea.

OTHERS:

1) I would like to see the club personnel put some emphasis on finding people that are there if a call of importance is made. Recently, a wife in our squadron who was moving was stranded at her home, the one they had just moved from, and had all the utilities shut off. She had car problems and called to speak to her husband to help her. After trying for three hours she called my husband. He made one "1" phone call and within five minutes she heard from him. My husband made no threatening remarks but merely identified himself as "Lt Col...". My child tried to reach us once at an event we were attending there. Had someone come and asked, they could have easily located us with little effort on an employee's part. The call was important but I didn't find out until we came home, then it was too late. Next time I'll have her ask for Lt Col...

2) I feel the Nellis club is excellent as are the employees. The reason I don't attend for dinner is it is impossible to have a before drink, wine with dinner, and then drive home.

3) Service/food are excellent. I would like to see something in addition to standard salad dressings, maybe a special house dressing. Even a commercial "honey-mustard" type would be nice. The only reason I don't eat dinner at the O'Club is the policy requesting reservations. I often don't decide where to eat until I leave the office. I typically eat out at least 2-3 times a week, but go to places where I can just walk in.

3) I've experienced good service the few times I've eaten in

the dining room. The bar service is usually quick and all employees are courteous.

4) The lunch serving line is not production in time. By the time you get your hot food, check out, it is cold. Many variations of the serving table of the salad bar could be addressed as well as the check out paying process. The TV on during lunch appears to be unnecessary. Quiet music would be more conducive to eating.

5) Friendlier people in the Cashier's Cage.

6) Service is good but the price is to high. Living in Las Vegas, the Officers' Club should be competitive or it will cease to exist. The first time we ate dinner there, they did not have steak knives - poor planning.

7) I sometimes feel like a second class citizen as a civilian employee, even though I have paid dues for over sixteen years. This feeling comes not from the staff each day who are invariably courteous and friendly but from the policies and the way my questions about them have been brushed off by Mr De Voe and various MWR and Support Group Commanders. Lunches have, once again, gotten so expensive that I often go off base when before I'd have gone to the club. It has never felt like my club and I find it hard to join and encourage other civilians to join. The cost of meals at special events is so high compared to what we get that I am not motivated to use the club. I, in fact, use civilian caterers fairly often. Its a shame I don't use the club. Some policies work against

you. My husband brought twenty people to the prison and wanted to bring them to lunch at the club. Set up costs plus a one dollar surcharge for each guest caused them to take their business elsewhere.

8) If lunches regarding business in Las Vegas could be booked in advance with table service, Nevada Development Authority, Chamber of Commerce, and other groups may want to use the club's facilities. Invite businesses to have their monthly meetings. What would the legal department have to say regarding this?

9) Weekend hours and open for breakfast.

10) I believe the Officer's club needs to install gaming devises in order to remain solvent. Furthermore, it needs to become more aggressive in recruiting members and providing excellent service. Also, a shuttle service would be a great draw to prevent drinking and driving.

11) Small bar has a piano but music is rarely played. Red and rose' wines should be available at the small bar. Cocktail and wine service is very slow in the Eagle Room. Also, too much salt is used in the food preparation at times. One of the primary reasons for visiting a club is the food and beverage service.

12) I strongly believe the club is providing very good quality of service. The luncheon prices are a little high but the private sector clubs, as well as the military clubs, are all experiencing financial problems. I have served on the Board

of Directors for both an athletic/social/hotel club and also a condo association and I understand the difficultly involved in satisfying customer demands while maintaining sufficient cash funds to support labor, operations, and contingencies. I would rather spend my money supporting the Nellis O'Club rather than going elsewhere. Keep up the good work.

13) The club should have Saturday Night dancing and eliminate Monday (typical slow night instead of problem with labor costs). The club really needs to eliminate the room charges for weekends. I know of several functions that have not used the club due to those fees. ($300.00 for Saturday and $500.00 for Sunday). Functions are the key to the club's survival. Service and prices are important. Salad Bar needs more variety, i.e., chicken salad, tuna or fish salad, eggs, and fresh fruits when in season.

14) Dinner service on a less informal (reservation only) basis. Some type of luncheon service on weekends. More cooperative DJs in lounge on evenings. They resist turning the volume down for patrons who are seated in close proximity to the speakers.

15) Service is excellent. I can not think of anything that can be improved. It is wonderful and all personnel are genuinely courteous.

16) The quantity and quality of the food can not compare to other restaurants in the area. When conducting a party at the club, they offered no lee way in the number of people who

don't show and who ever sets up a dinner party pays for anyone who doesn't show up. Price of meal and number of people should give a 10 percent or lower 5 percent variable so when I set up a luncheon to bring money and people to the club I am not penalized out of my pocket for someone getting ill. Also, the $75.00 to rent a dance floor is excessive. I know it is paid for and the cost prohibits people from renting it. The club does not provide value for the dollar.

17) Yes! I have eaten dinner (evening meal) at the club only once. The service was so bad I've never cared to bring my family or friends back. Besides the high prices, we had to ask three different times before we could get our water refilled. We waited almost one hour after ordering our meal before it was served. If only the service in the evening could be as good as it is during lunch. Comparable prices would be great too.

18) Let the O'Club manager run the club. There are too many outside people telling the manger what to do. If we pay the manager an excess salary, then he ought to earn his keep.